

NOVEMBER 1960



# ARMY INFORMATION DIGEST



THE OFFICIAL MAGAZINE OF THE DEPARTMENT OF THE ARMY

The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern. The Digest is published under supervision of the Army Chief of Information to provide timely and authoritative information on policies, plans, operations, and technical developments of the Department of the Army to the Active Army, Army National Guard, and Army Reserve. It also serves as a vehicle for timely expression of the views of the Secretary of the Army and the Chief of Staff and assists in the achievement of information objectives of the Army. Manuscripts on subjects of general interest to Army personnel are invited. Direct communication is authorized to: Editor, Army Information Digest, Cameron Station, Alexandria, Va. Unless otherwise indicated, material may be reprinted provided credit is given to the Digest and to the author. Use of funds for printing this publication approved by Director, Bureau of the Budget, 10 June 1960. Picture Credits: Unless otherwise indicated, all illustrations are by U. S. Army.

**COVER: His weapons may be new but his capacity for courage and sacrifice is the same as that which animated the Revolutionary patriots. In this issue, Gen. Bruce C. Clarke extols the Infantryman, and the history of the Big Red One provides a dynamic example of Infantry in combat.**

# COMMAND LINE

## Army Views on Vital Issues

### ON AN ALL-PURPOSE ARMY

"The Army has the continuing responsibility of being ready to fight any sort of a war in any part of the world.

"There are those who see the future of the Army as limited to a sort of fire brigade designed specifically to put out brush fires. This has little realism. Your insurance rates would sky-rocket if your local company were only capable of dealing with a pile of burning autumn leaves. Your insurance company would be equally unhappy if the only way to put out your house fire involved dynamiting the entire block.

"No, the insurance your Army offers this country must be graduated to the various risks and give the best possible protection at the most reasonable rates. We must have a military program that is responsive to the threat of a Soviet multimegaton missile attack as well as the threat of any aggressive erosion of the Free World in whatever form and whenever it may occur. A lack of choice can only result in an impotent force unable to react unless the enemy adopts a course of action suited to our own preconceptions."

*Lt. Gen. John C. Oskin,  
Deputy Chief of Staff for Military Operations,  
before the Association of the U. S. Army,  
Washington, D. C., 9 August 1960.*

### ON HUMAN FACTORS

"Man is the most important single element of any Army weapons system. Therefore we work closely with the developers of hardware to insure that the human factor is introduced when a system is planned, not when it is ready for use.

"Selection, training, organizational and human engineering factors must be allowed to influence weapons system development to the fullest extent possible. They must be introduced as early as possible and must run concurrently with materiel development. Through such coordinated efforts new weapons systems are adapted to the capabilities of the soldier operator or user, and the time required to select, train and make him operational is reduced to a minimum."

*Lt. Gen. James F. Collins,  
Deputy Chief of Staff for Personnel,  
before the Association of the U. S. Army,  
Washington, D. C., 10 August 1960.*

FEATURES

<i>The Infantryman</i> .....	2
General Bruce C. Clarke	
<i>Officer Assignments and Career Development</i> .....	12
Maj. Gen. George E. Martin	
<i>Army Marksmen Gain Top Honors</i> 21	
<i>Toward a Modern Army</i> .....	22
Annual Meeting of the Association of the U. S. Army	
<i>Chief of Staff Personnel Changes</i> . 30	
<i>Teeth for the Free World Dragon</i> . 32	
Capt. Judson J. Conner	
<i>The Big Red One</i> .....	44
Maj. Gen. T. W. Parker	
<i>Strangers No More</i> .....	54
Col. Lowell T. Bondshu	
<i>Putting Life in the One Army Concept</i> .....	60
Pvt. Robert A. DuBill	

BRIEFS

<i>Mershon Memorial Award</i> .....	26
<i>Army Aviators Set Records</i> .....	28
<i>News of Professional Interest</i> .....	62
<i>Unknown Dead at Gettysburg</i> .....	64

THE OFFICIAL

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INFORMATION  
DIGEST

U. S. ARMY MAGAZINE

NOVEMBER 1960  
VOLUME 15 NUMBER 11



## **Author's Foreword**

As Commanding General, United States Continental Army Command, one of my primary concerns is the American ground combat soldier. He is the focal point of all our efforts. Organizing, equipping, training, sustaining and supporting him so that he can perform his indispensable role in combat is the Army role. While others are included in the category of ground combat soldiers, the Infantryman is the most typical.

I have served in four different branches of the Army but none of these has been Infantry. I have, however, had the privilege and honor of commanding Infantry as a brigade, division, corps and army commander. I am a great believer in the Infantry and a great booster for the Infantry soldier. It is with this in mind that I here pay tribute to the prestige of the Infantry soldier and recognize the major role he has and will play in all our wars—general or limited, atomic or non-atomic.



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*So long as man possesses the determination to be free,  
there will be need for*

# The Infantryman

**General Bruce C. Clarke**

THIS is not a new story, nor does it provide a simple, easy solution for victory on the modern-day battlefield. Rather, this is the story of a man, the Infantryman, and the vital role he plays in the security and defense of our country and of the Free World.

### **The History**

THE American Infantryman found his beginning with the very birth of our great Nation. On 14 June 1775, the Continental Congress, in its first recognized act involving a military force, authorized 10 companies of Infantry to be raised in Pennsylvania, Maryland and Virginia. This introduced into the American scene the first image

of the American Infantryman.

The reason for this man is stated in the Preamble of the Constitution and the Bill of Rights—to preserve the freedom of the individual and maintain the democratic ideal. The need for him has existed throughout the history of our country. From Bunker Hill to Valley Forge to the final surrender at Yorktown, the American Infantryman fought to give our country the right to be free. He has fought and died on the battlefields of Chancellorsville, Meuse-Argonne, Bataan, Bastogne and Heartbreak Ridge to preserve this right. This tradition, born in many battles, continues to inspire the Infantryman whenever and wherever he must fight for freedom.



"Bearded, bloodied but unbowed," World War II Infantryman with shot through helmet still fights on with rifle.

The courage and valor of the Infantryman have been symbolized in songs, slogans and statues. None of these, however, parallel the prestige associated with the Combat Infantry Badge and its close kin, the Expert Infantry Badge.

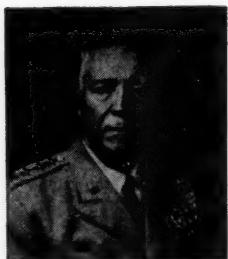
The Combat Infantry Badge is awarded to those Infantrymen who have experienced combat in its toughest and most challenging form. It serves as visible evidence of the courage and sacrifice which the Infantryman has made in protecting the American way of life. The Expert Infantryman Badge is the mark of the skilled and trained soldier. It is awarded only to those

who demonstrate outstanding proficiency in Infantry skills.

Both of these badges represent the heritage and fighting tradition of generations of American men. They are the mark of a MAN—The Infantryman.

#### The Role

THE elemental environment of war is the battlefield. Scientific and technological achievements of the past decade have dictated many changes in doctrine, organization and concept for controlling this battlefield. Nuclear weapons, guided missiles and many other exotic forms of mass destruction



**GENERAL BRUCE C. CLARKE**, Commanding General, U. S. Continental Army Command since August 1958, has been named Commander-in-Chief, United States Army Europe and Commanding General, Central Army Group, to succeed Gen. Clyde D. Eddleman, who has been named Army Vice Chief of Staff.

Gen. Clarke's World War II duty in Europe included service as Commander, Combat Command "A" of 4th Armored Division; Commanding General, Combat Command "B" and Assistant Division Commander, 7th Armored Division; and Commanding General, 4th Ar-

mored Division. From 1949 to 1951, Gen. Clarke was Commanding General of the 2d U. S. Constabulary Brigade based in the Munich Area. From 1956 to 1958, he again served in Europe as Commanding General, Seventh U. S. Army with headquarters in Stuttgart.

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This is the Infantryman—  
the only weapon who knows  
limits or offers no bounds."

DIGEST

NOVEMBER 1960



Artwork from "The National Guardsman"



"Final victory can only be measured in terms of physical occupation in those areas where a determined enemy holds."

have expanded the area of battle from a relatively minute piece of terrain to the point where today the world is the area of conflict.

In the minds of many wishful thinkers these scientific and technological achievements have all but eliminated the Infantryman, and made his role secondary to the mar-

vels of the mechanical era. This is not a new idea or theory brought about by the big bang of the nuclear age. The pages of history are filled with the unsuccessful efforts of mankind to develop an adequate substitute for the Infantryman.

However the fact remains that regardless of size, the battlefield



His task is to seize and occupy the ground.

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must be physically occupied to assure final victory. True, portions of the area can be neutralized by nuclear, chemical or biological attacks, but this results in restrictions for the defender as well as the attacker. Final victory can only be measured in terms of physical occupation, and in those areas where a determined enemy holds, it will be the task of the Infantryman to seize and occupy the ground.

This, in essence, is the role of the Infantry soldier. Regardless of what type war we are called upon to fight—nuclear, non-nuclear, general or limited war—the Infantryman with his weapon in hand will continue to be the decisive factor on the battlefield. He will be the individual who will advance another mile, fire another shot and gain the final decisive victory.

The task of the combat Infantryman in peacetime is as equally significant as his role on the field of battle. Together with his allied counterpart, he mans the "battle-line" of the Free World, the foremost bulwark against Communist aggression. He is the real deterrent a potential aggressor understands, for he is a visible symbol of the strength, determination and will of the Free World to resist aggression.

### The Man

THROUGHOUT our history the Infantry soldier has become the symbol of our military strength. But he is more than just a symbol—he is the living extension of the will of the people to preserve the American way of life. He extends

"He will be the individual who will advance another mile, fire another shot and gain the final decisive victory."

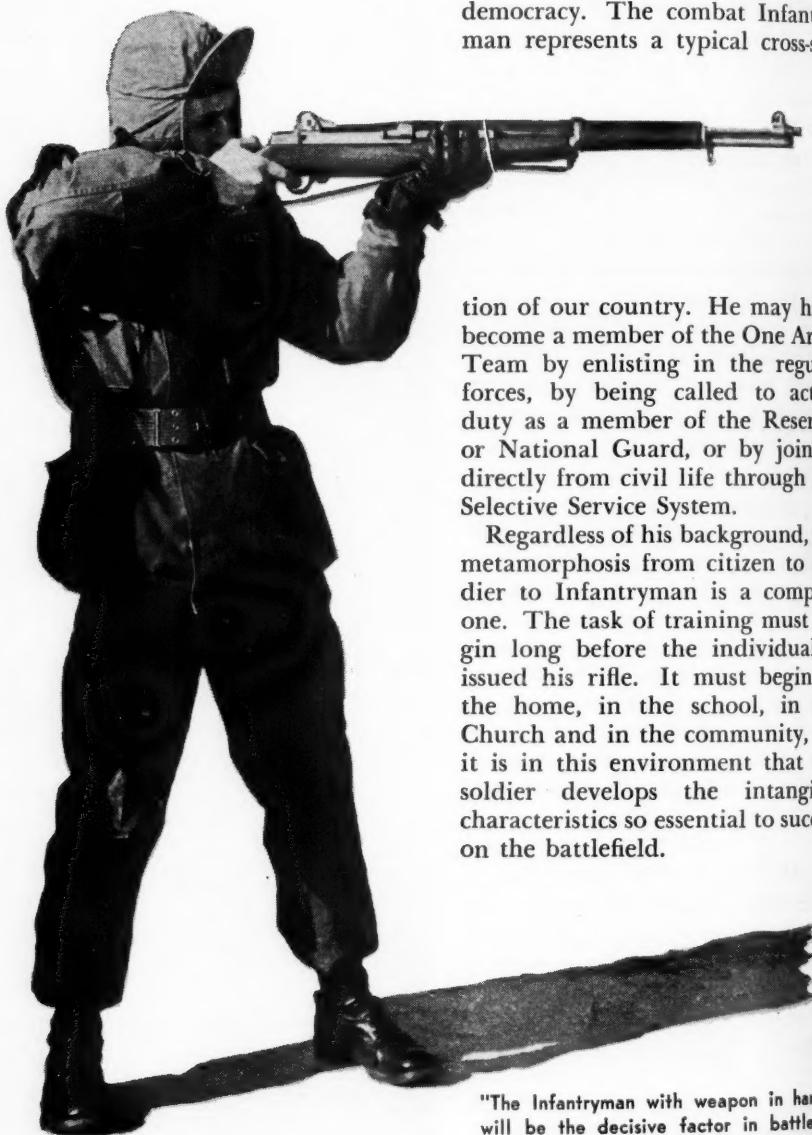


## ***The Infantryman***

this will to the distant battlefield, to within sight and reach of the enemy. It is in this light we see the true perspective of the combat soldier. Herein lies the strength of our

Nation and the heart of our military philosophy.

From the farms, the factories and many other walks of life comes this man, the citizen soldier, ready and willing to fight for the preservation of the ideals of freedom and democracy. The combat Infantryman represents a typical cross-sec-



tion of our country. He may have become a member of the One Army Team by enlisting in the regular forces, by being called to active duty as a member of the Reserves or National Guard, or by joining directly from civil life through the Selective Service System.

Regardless of his background, the metamorphosis from citizen to soldier to Infantryman is a complex one. The task of training must begin long before the individual is issued his rifle. It must begin in the home, in the school, in the Church and in the community, for it is in this environment that the soldier develops the intangible characteristics so essential to success on the battlefield.

**"The Infantryman with weapon in hand  
will be the decisive factor in battle."**

Thus prearmed, the individual, upon joining the Army, is given the training necessary to survive and fight on the battlefield. Survival training, weapon qualification, physical training and military discipline highlight his basic training.

try soldier able to shoot, to move, to communicate and to wage war under all conditions of weather and terrain anywhere in the world. This is the Infantryman—the only weapon in our arsenal who knows no limit or offers no bounds.



"Herein lies the strength of our Nation and the heart of our military philosophy."

The soldier who is selected for the Infantry then learns the essentials of the foot soldier's trade; proficiency in various Infantry weapons; and above all, how to function as a member of an Infantry tactical team.

The development cycle continues when he joins a unit and is taught the teamwork necessary to operate as a part of the combined arms team. Here then emerges the finished product—the modern Infan-

### The Team

THE combat Infantry soldier is an individual fighting unit within himself. Armed with the best that science can invent and industry can produce, he represents the basic ingredient of a successful military force. However, more than anyone else, the Infantryman recognizes that true success on the battlefield is not a monopoly of any one arm or service. He knows from past experience that success in combat



**"The modern Infantry soldier is able to shoot, to move, to communicate and to wage war under all conditions of weather and terrain anywhere in the world."**

depends upon the mutual cooperation and teamwork of all the arms and services—that without their support his task would be virtually impossible. He is the staunch advocate of the combined arms team; and he fully realizes that the essential team action that prevails must be geared to support him as he closes with and destroys the enemy.

From his heritage and training the Infantryman has acquired distinctive attributes. He has the intelligence to assimilate and apply the skills required to sustain himself on the battlefield. He has a high degree of initiative which causes him to act and react effectively under any situation.

He has pride in his unit, garnered from the knowledge that the ultimate decision is the responsibility of the Infantry. He has the courage to advance and overcome a stubborn enemy. He has the physical stamina and vigor to fight in any geographical location. And above all, he is morally and physically qualified to fill the leadership role so necessary in preserving the freedom of the world.

TODAY more than ever before, it is important that we recognize and acknowledge the rightful place of the Infantryman in our society. It is by no idle chance in the history of mankind that the course of



"He is the real deterrent a potential aggressor understands, a visible symbol . . ."

democracy parallels the importance accorded this individual in the military structure of the Nation.

Infantrymen are today standing guard in the many areas of the globe as a symbol of Free World strength. On any battlefield of the future, when the air and artillery bombardment lifts, there will be seen silhouetted against the dev-

astation of the battlefield, the Infantryman emerging from his foxhole, rifle and bayonet in hand.

He is the courageous soldier, who though exhausted, bearded, bloodied but unbowed, will advance the final mile to carry the fight to the enemy. So long as man possesses the determination to be free, there will be a need for the Infantryman.

"But he is more than just a symbol—he is the living extension of the will of the people to preserve the American way of life. He extends this will to the battlefield."



**OAD guidance brings pattern and purpose to**

# **OA** Officer **AD**

**Major General  
George E. Martin**



**O**N 1 July 1960 the initials OAD took on a new significance. On that date the Officers Assignment Division of the Office of The Adjutant General was redesignated Officers Assignment Directorate, Office of the Deputy Chief of Staff for Personnel. Thus the development of the individual officer's Army career through planned schooling and assignments is now a function of the highest personnel management and policy staff level

in the Army. The new status signifies in a concrete way the degree of importance attached to the mission of the newly designated Officers Assignment Directorate by the Deputy Chief of Staff for Personnel.

Although the status has been enhanced, the mission remains unchanged. Briefly stated, the mission of OAD is to assign officers to meet the Army's challenging needs of today and to develop the full potential of each officer for the even



# Assignments

## and Career

# Development

greater demands of the future. In some cases these missions conflict, and this conflict causes most of our headaches—and heartaches. For this reason, tight control and personalized assignment techniques prevail in the operation of the organization.

### Assignment Role

MOST of the principal assignment activities of the Directorate start with the Office of Executive for Requirements. He receives monthly requisitions direct from some 146 major commands, installations, and agencies. After validating them against the current manning levels, he refers requirements to the seventeen career officer branches to select and nominate replacement officers. In addition,

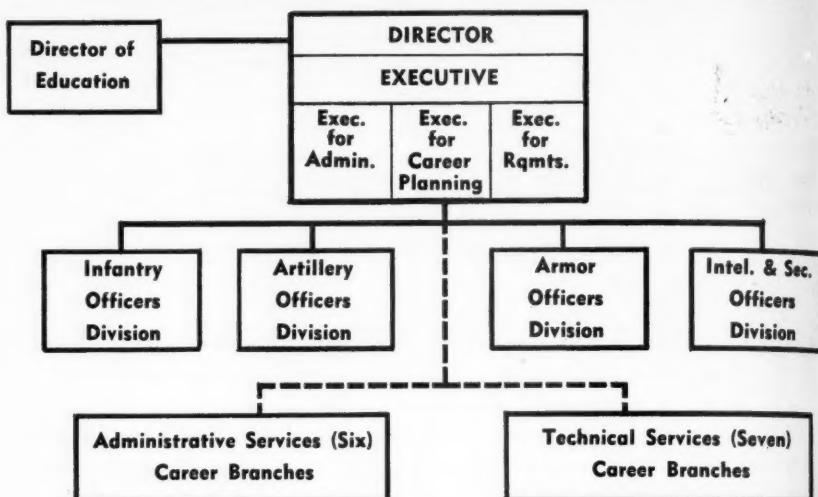
many daily individual requirements are received by message, letter, or telephone.

The three Combat Arms Career Divisions and the Intelligence & Security Division are organic to OAD. The Career Branches of the Technical and Administrative Services are responsible to their own Service Chiefs but operate under broad OAD policy guidance and within its assignment framework.

OAD procedures provide for close control and coordination of assignments for officers with special qualifications. For example, OAD coordinates the assignment of officers selected for key logistics positions with the office of the Deputy Chief of Staff for Logistics.

Each Career Branch maintains working files on every officer in that

## OFFICERS ASSIGNMENT DIRECTORATE, DCSPER



branch. These files contain the officer's Form 66, his efficiency reports, and related working papers, including the School and Assignment Work Sheet. Thus each career branch has available all information necessary to select officers with qualifications to meet practically every conceivable requirement.

During the assignment process the Office of the Executive for Career Planning monitors certain proposed assignments to see that they follow career patterns for those in

specialist fields or those programmed for attendance at higher schools. However, the Career Branches ultimately place the individual officer on orders.

Action officers of the career divisions develop and maintain lists of officers who are programmed for schooling or other special assignments. The procedures used in making selections for additional schooling, both military and civil, include extensive analysis and evaluation by career branch officers



**Major General George E. Martin**  
**Director, Officers Assignment Directorate,**  
**Office, Deputy Chief of Staff for Personnel,**  
**Department of the Army**

and approval by the branch chief.

Career Branch nominations are then consolidated, checked against quotas and criteria and submitted for approval by the Office of the Executive for Career Planning. In the case of selections for War College-level courses, this process includes submission of OAD recommendations to a Department of the Army Board. All final selections for the Army War College and other Senior Service Schools are made by a DA Board.

### Career Development

EFFICIENT, personalized assignment and development of the professional officer corps requires the active participation of every officer. Each officer has the privilege and responsibility to keep OAD informed of his ideas regarding his best utilization and development. Since this factor is very important in assignment action, an officer should submit an Officer Assignment Preference Statement whenever he desires to inform OAD of a change in his assignment preference. Every officer is encouraged to use paragraph 9, Career Preferences, and paragraph 10, Personal Considerations, of the Preference Statement to set forth his views on the development of his career.

It is also important that every officer realize his responsibility in developing his career. This requires an understanding of the objectives and mechanics of career planning.

The best source book for an understanding of basic policies in this field is Department of the Army Pamphlet 600-3, *Career Planning for Army Officers*. The next publication of this pamphlet will reflect changes in perspective since 1956,

one of which is the increasing appreciation of the need for developing officers who possess special qualifications.

Although an individual career pattern will be included for each Career Branch and each Department of the Army specialist program, the basic career pattern—as depicted on page 17—will remain unchanged. In making assignments, this is our general guide. It breaks down the normal 30-year career of a Regular officer into four periods. This pattern is especially applicable to Regular officers, but the same general principles are applied to career Reservists.

### Steps in Career Pattern

IF our Army is to make the progress demanded of it in the years to come—years of increasing complexity—we must develop our junior officers' potential with patience and wisdom. Accordingly, in career planning we always emphasize the junior officer's development.

The first seven years of an officer's career are the most critical. He becomes branch qualified by attending his branch orientation and career courses, and by learning how to lead men. Lack of this experience will handicap him for the remaining years of his service. For this reason, young officers are given maximum troop duty at the lowest level and are not diverted into staff or specialist fields before this has been accomplished.

During the three-year probationary period the junior officer should be carefully scrutinized on his performance of duty and given guidance so that he can improve himself. It is a time during which he is very impressionable and responds

## **Officer Assignments and Careers**

readily to outside influences. He must be made to realize that his superiors are really interested in his development as a combat leader. This interest must be exhibited twenty-four hours a day and not merely during duty hours.

Continuing the career pattern as depicted on page 17, the young officer is given increased responsibilities and quite often takes command of a company, battery, or troop. This is his first real opportunity to come to grips with the problems of command. However, unless he is given continuing guidance, he may develop poor traits of leadership which are reflected in his efficiency reports and may result in his being passed over for permanent promotion to Captain.

Selection boards look with great favor on such remarks as "Confident, forceful, self-reliant, and dependable." By the same token, the following remarks, if they establish a pattern, require prompt attention: "Uncertain, lacks initiative, indecisive, and must be closely supervised." Many of these weaknesses which seem to indicate lack of the necessary leadership qualities can be corrected if called to the officer's attention and if he is given adequate and timely counseling and guidance by his immediate superiors. OAD assists in this procedure by sending counseling letters to the officers concerned.

### **Development Period**

DURING the broad development period (from eight to fifteen years), much occurs that will place the officer on the path that he is likely to follow for the balance of his career. He may be in the large group who go to Command and

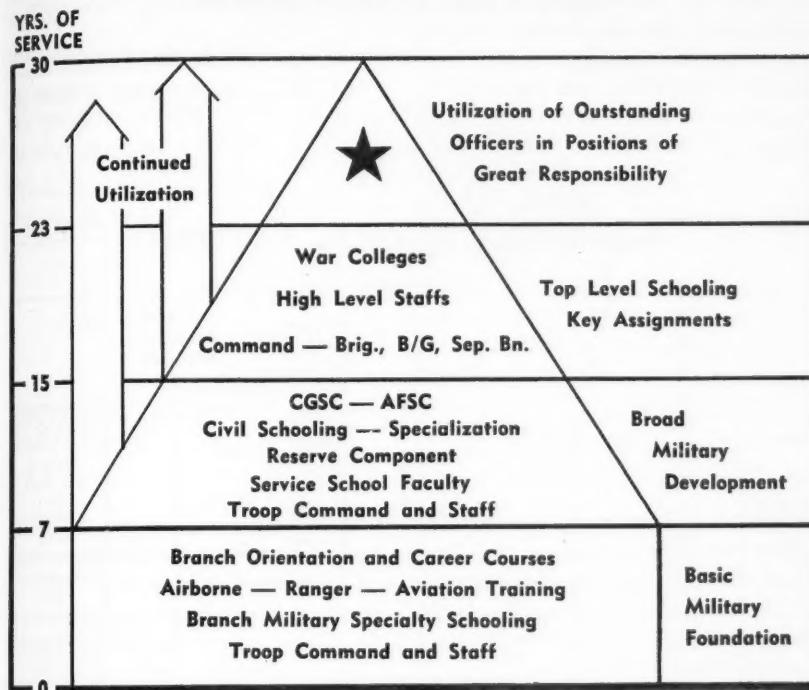
General Staff College at Fort Leavenworth or the few who attend the Armed Forces Staff College. He will probably get command and some staff duty with troops. He may be one of a sizable number who will get advanced civil schooling and may enter a specialist field. He also may get duty with the staff and faculty of one of the service schools or may be assigned to one of the civilian components.

As shown on the General Career Pattern chart, there will be opportunity for further development during the third period from sixteen to twenty-three years. Command duty will be highly competitive. Many will be selected for duty on high-level staffs. Others will receive repetitive assignments in specialist fields. Finally, some 20 per cent of officers with 23 years service will have attended courses at one of the War Colleges.

Presently, greater emphasis is placed on joint and combined aspects of warfare. That means that U.S. Army career officers must be trained to function as members of a team with personnel of the other Services and with our Allies. This places a great premium upon the officer who has the background and qualities that enable him to serve as a key member of such a team. The ability of the officer and his family to associate with the other Services and our Allies so as to reflect credit on the United States Army, is carefully weighed in this type assignment.

The final period after the twenty-third year is one of continued utilization. By now the pattern is established and there is not much deviation from assignments in which an officer has proved himself.

## GENERAL CAREER PATTERN



### Raising Educational Levels

FROM the preceding career pattern review it is apparent that military schooling is a basic factor in officer career development. The revised Department of the Army Pamphlet 600-3 will include the latest military education pattern resulting from adoption of the Williams Board Report. (See page 18.)

OAD concern for developing the maximum officer potential includes attention to an officer's civilian schooling status. Several years ago it was considered sufficient for a Regular officer to have completed two years of college. Now the sights have been raised to four years and a degree—and more than 75 per cent of Regular officers have achieved this goal.

Fortunately, many of the officers who presently do not have a baccalaureate degree are improving themselves through the off-duty study program and by use of the Final Semester Plan. To date, a total of 741 have obtained their degrees through participation in the plan and currently 200 additional officers are in this program.

Every officer should be certain that his record properly reflects his civil school status. This is particularly true for officers in an off-duty education program.

The desire to raise the educational level of the individual officer and the needs of various specialist programs is closely related to the Army Graduate Civil Schooling Program for officers. Since its start in June

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## Officer Assignments and Careers

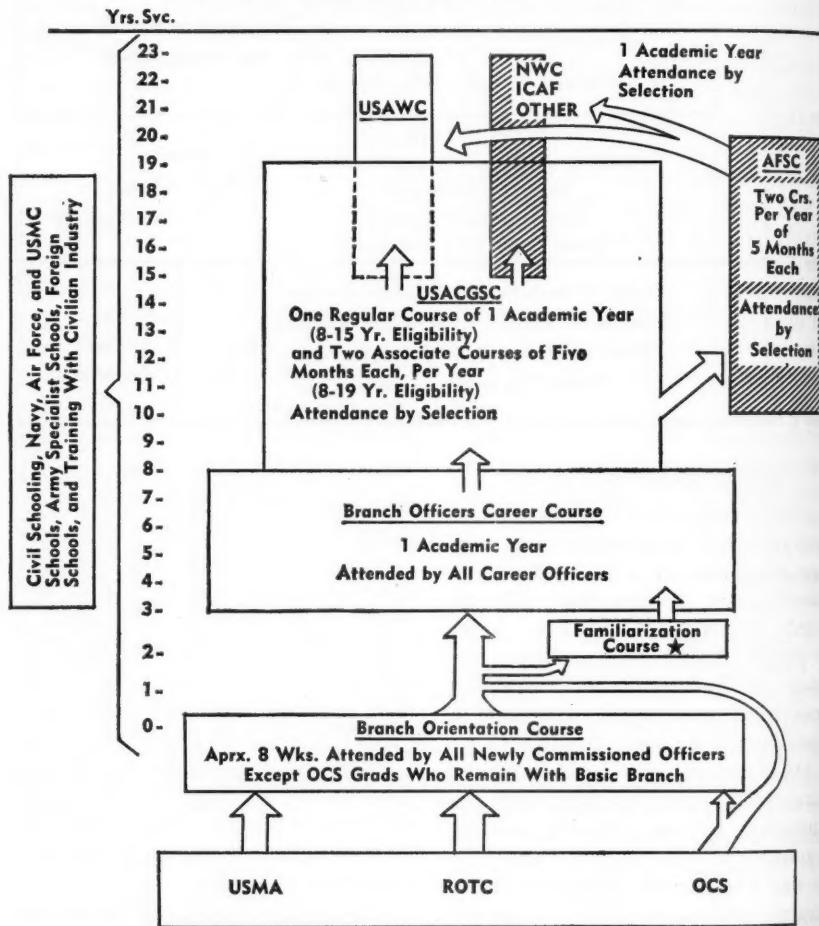
1946, there has been a total of 5,200 enrolled in 65 American and 7 European universities and colleges. Currently, all branches of the service are represented among the 764 attending courses this year. Most officers are candidates for Master's

degrees. However, this figure includes twenty seeking Doctorates.

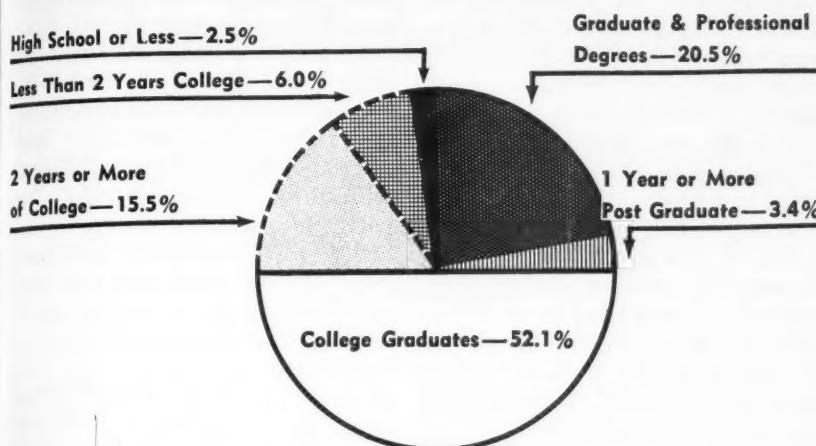
### Looking to the Future

THERE is an ever-increasing need for Army officers who are capable of taking a leading role in

## ARMY EDUCATIONAL PATTERN



## CIVILIAN EDUCATIONAL LEVEL—RA OFFICERS



scientific and specialist fields in the Army and in contacts with civilian scientists and specialists. This has created some unique career development problems.

The selection, training, assignment, and utilization of the Army's young officers in this area is of vital importance. They must be developed so that they can ultimately be selected for positions of great responsibility at the highest scientific and military levels.

I want to emphasize that positions of great responsibility for these officers will not be confined to those associated only with a particular field of specialization. They will also include command and managerial positions in which knowledge of a specialist field will enhance their overall qualifications, but this will be only one of their qualifications as a soldier skilled in tactics, strategy and logistics.

Possession of a Master's degree, however, is not in itself a guarantee that an officer will receive recognition ahead of his contemporaries

who do not elect to take graduate work. The majority of future leaders will forge to the front through broad development and outstanding performance in command or in the various general staff areas or in both. However, there is little doubt that the officer who remains a broad generalist must constantly exert himself to keep abreast of the advances of science as they affect the Army's ability to perform its mission.

MANY positions demand officers with special educational prerequisites. This constitutes one area of assignment difficulty. Long lead time required for language training falls in this category. But there are other factors such as the composition of our officer corps which restrict assignment flexibility.

Many professional Reservists are nearing the time of 20-year retirement. As they approach 20 years of service it is not possible to assign these officers against overseas requirements because they cannot

## **Officer Assignments and Careers**

serve a full tour and return in time for retirement. This throws an additional foreign service burden—frequently in short tour areas—upon field grade Regular Army officers. However, these difficulties are being met with all the skill OAD can exercise and with a dedicated and professional spirit by the officers affected.

Finally, it is just not good enough to say that we are successful in meeting the operating needs of our Army of today. It is true that OAD is responsible for making assignments to meet today's requirements, but we are also responsible for locating, developing, and stockpiling officer skills and abilities to meet contingencies that may arise at any time in the next 20 or 30 years.

These two responsibilities are not always in accord, yet to neglect either of them could be fatal. Success in meeting this challenge and

related officer personnel management activities will require solid support from officers in the field. Their support will be based on their knowledge of the factors involved, their dedication to developing careers of subordinates, and their trust in those who are charged with these responsibilities at Department of the Army level.

The officers of OAD have been selected from those who have intimate knowledge of actual conditions in the field through recent experience in command or staff with troops. To insure continuing firsthand knowledge, they make frequent world-wide visits to maintain troop contacts and to get your views and reactions to career planning and officers assignment policies. In every aspect of OAD operations, we are conscious of our responsibilities and endeavor to be worthy of your trust.

## **Rewards of Service—in Retrospect**

THE MANY personal satisfactions and benefits of a career in the Army are epitomized in the following letter from Major General W. E. Potter, of the Office of the Chief of Engineers. Gen. Potter addressed this letter to the Army Chief of Staff upon his retirement after thirty-two years of service:

Dear General Lemnitzer:

In examining—in retrospect—the thirty-two years which culminated in my retirement, I wish there were a way to show to American youth what a career in the Army can mean to an officer and his family. It seems so obvious to me that no other walk of life can provide so full an existence—and so rewarding.

Those things that any man would aspire to are in the Service. There is positive recognition of effort, responsibility to any degree, dignity and, in almost every task, a visible end result whether it be a trained soldier or a relieved disaster area.

Both Mrs. Potter and myself are grateful for the life we have had. We thank you, your predecessors and the Army for providing the opportunity to serve. It has been a full, complete, satisfying career for both of us.

Sincerely,  
W. E. POTTER  
Major General, USA, (Ret.)

# Army Marksmen Gain Top Honors at Perry Matches

SIX major team trophies fell to Army competitors who made a clean sweep of the rifle team matches fired in National Match competition in August at Camp Perry, Ohio—a feat never before accomplished in the history of modern competitive shooting. All Army riflemen on the winning teams were members of the U. S. Army Advanced Marksmanship Unit at Fort Benning, Georgia.

Also at Camp Perry, the 1960 Small Arms Firing School presented more than 5,000 certificates of completion to marksmanship students of all the Regular military services, the Reserves and from police and civilian agencies throughout the country. The school is conducted annually by the U. S. Army Infantry School Weapons Department of Fort Benning, Georgia.

In accomplishing the National Match competition feat, many team records were smashed by the Army shooters. In winning the National Team Match trophy—most coveted of all rifle team events—the Army team posted 1485 points to smash the previous record of 1475 out of a possible 1500.

The national record for the Herrick Match, a six-man team match in which each firer shoots 20 shots for record at 1,000 yards, was broken by a new mark of 598-94V out of a possible 600 points. A field of 183 teams had entered.

In the Roumanian Trophy Match, a

four-man team match calling for 10 shots at 600 yards and 10 at 1,000 yards, all firers shot perfect scores for 400 out of a possible 400 points, surpassing the old record by three points.

In the Nevada Trophy Team Match, fired at 200 and 300 yards, a score of 595 out of a possible 600 points was posted—one point short of the record.

A new national record for the course was set in the Rumboldt Trophy, a six-man event firing 20 shots each from prone position at 600 yards, when Army riflemen blasted out a score of 596 out of a possible 600 points. The old score was 591.

Another new mark was set when the Enlisted Men's Trophy Team Match was won with a mark of 892-16V. Previous record was 883-52V. The course of fire consists of 10 shots standing at 200 yards, 10 rapid fire from sitting position at 200 yards, 10 rapid-fire prone at 300 yards, for a possible 900 score.

The coveted Infantry Trophy Team Match was added to the Army's 1960 collection when an Army team fired a score of 1100 points, seven points below the national record.

In addition to records set by the teams, a 24-year old Texan, PFC Ronald S. DeVies, took the Daniel Boone Trophy for individual shooters. He led nine other Army shooters as they took the first 10 places in the match against some 2,500 other marksmen.

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**A candid estimate of the peril, the problems and the policies to be pursued for a purposeful solution of modern Army needs was propounded at the AUSA Annual Meeting where Army, industry and government leaders pooled skills and knowledge to chart the next steps**



## Toward

**T**HE STATE of the Nation's defenses, and more particularly the Army's readiness posture and modernization needs, received a searching review and analysis by top-ranking authorities from Army, industry, science and government at the 1960 annual meeting of the Association of the United States Army in Washington, D. C.

More than 3,000 registrants listened to eminent speakers, toured industrial exhibits, attended round table discussions as part of a three-day program in August.

#### **Recommendations**

THE Association adopted a series of sixteen resolutions aimed at improving Army effectiveness. Among these were resolutions concerning modernization of weapons and equipment, the development of the Nike-Zeus anti-missile missile system, increasing public awareness of

the necessity for protection and defense in event chemical and biological weapons are used against the American people, provisions for assured airlift, and increased manpower for the active Army.

In the personnel policy field, the Association urged equalization of the method of computing retirement pay between enlisted and commissioned Army personnel and called for reestablishment of the traditional relationship between active pay and retired pay.

Among its resolutions, AUSA paid tribute to The Honorable Wilber M. Brucker for his five years of dedicated service as Secretary of the Army.

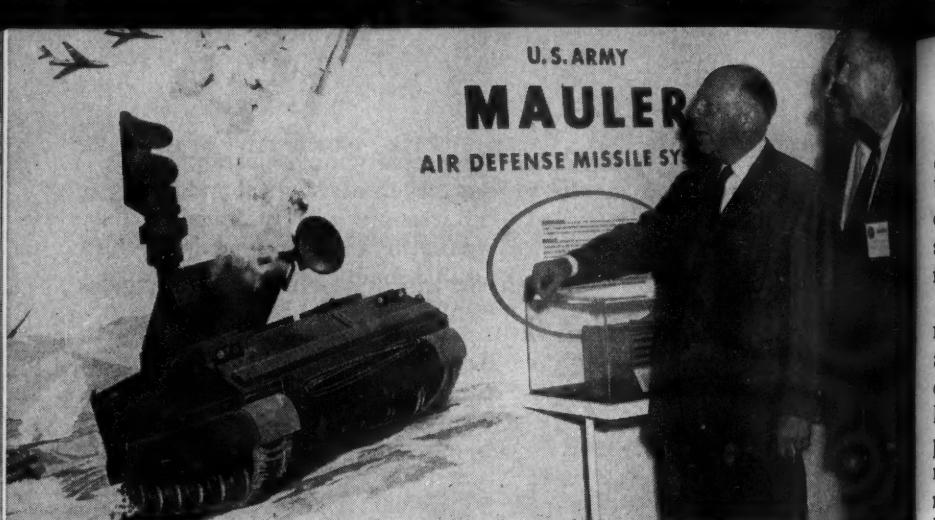
#### **Major Problems**

IN reviewing the highlights of the past five years, Secretary Brucker described his tenure as "the most rewarding and gratifying years of

# **Modern Army**

## MAULER

AIR DEFENSE MISSILE SYS



One of the interested spectators was Secretary of Army Wilber M. Brucker, here looking over the display of Mauler, the Army's new air defense missile system.

my life" because of "the progress made in increasing Army capabilities to carry out its vital role in deterring aggression, and to provide the Nation with the military sinews necessary to cope with any type of attack against the Free World."

The Secretary emphasized four major problems which loom large in Army thinking today, and which call for sustained effort if they are to be solved:

**Modernization:** "It is our national policy to rely upon quality of forces rather than try to match the Communists man-for-man or weapon-for-weapon in order to obtain and sustain a deterrent advantage.

"High quality forces are achieved through the combination of superior manpower and superior weaponry and equipment. We can rest assured that there is no soldier in the world today any better than the American soldier. We have superior manpower.

"Our Army wants a matching superiority over the Soviets in quality of weapons actually in the hands of troops. . . . Although we have in

development, or ready for production, much equipment which is superior to that possessed by the Soviet army, the level of procurement funds available does not allow modernization of our equipment at an accelerated rate . . ."

**Adequate Manpower:** "By increasing the average quality of our Army personnel, we have offset to some degree limitations on our manpower resources. A high quality soldier, a man well-trained and well-motivated, is worth a squad of poorly trained men who lack the proper attitude toward their military responsibilities. Although we undoubtedly can effect further improvements in this area, there is a definite limit to how far quality and good management can be stretched to offset a lack of quantity."

**Airlift:** "The Army has no intention whatever of entering the airlift role, either tactical or strategic, currently the responsibility of the Air Force. Nevertheless, the Army is, of course, deeply concerned with airlift. Only through the provision of an adequate and appropriate

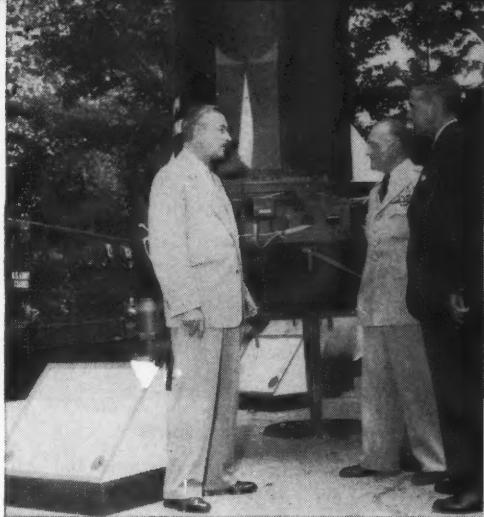
capacity to move troops promptly by air to any part of the world can our Army forces—especially our strategic reserve forces—achieve the military effectiveness required."

**ICBM Defense:** "It is universally recognized that our Nation needs an active defense against the Intercontinental Ballistic Missile. I firmly believe the first side to achieve a practical defense against ballistic missiles will gain not only a tremendous psychological advantage but, more importantly, a very great military advantage. The Nation's only weapons system now being developed to provide such a defense is the Army's Nike-Zeus. . . . We are fully confident that the forthcoming tests in the Pacific will demonstrate that Nike-Zeus will do the job for which it is so urgently required."

### Countering the Communist Threat

DR. Raymond L. Garthoff, author of "Soviet Strategy in the Nuclear Age," analyzed the nature of the Communist threat to the Free World. "The fundamental operative principle underlying and guiding Soviet political and military strategy," he stated, "is to advance the power of the USSR in whatever ways are most expedient so long as the survival of the Soviet power itself is not endangered."

A forward strategy in support of the policy of collective security was advocated by General Lemnitzer, Army Chief of Staff. "In light of the growing power of the Communist empire," General Lemnitzer noted, "it becomes even more compelling that we merge our strength with the strength of other free nations in a common defense against a common danger. In other words,



Pershing missile is viewed by two retired generals and Army's R&D chief—Gen. Medaris, Gen. Trudeau, Gen. Taylor.

the formula of collective security remains more important than ever.

"By forward strategy, I mean a plan to dispose our military power so that we, together with our Allies, could meet and repel promptly Communist military aggression if it occurred along the periphery of the Free World as well as anywhere else it might occur. Preparations to execute this strategy include, among other measures, the positioning of military forces overseas together with development of a capability to project our military power rapidly to areas beyond our borders when it becomes necessary. . . . Ground forces—that is, Army forces—would be a basic and essential element of military forces involved in a forward strategy."

General Dr. Hans Speidel, Commander, Allied Land Forces, Central Europe, warned that recent world events underscore the basic lesson—"There can be no relaxation of our defense posture and of our awareness of the Soviet threat. . . . The primary aim of the Soviets

## Toward a Modern Army

remains the removal of American bases and the withdrawal of the American divisions from Central Europe. The Seventh U. S. Army in Germany, under my tactical and operational command, with its high state of training and the exemplary morale of its divisions, is one of the keystones in the defense of Central Europe."

### Special Events

MEETING simultaneously at the Sheraton-Park Hotel, the Army Aviation Association of America conducted its programs in coordination with the AUSA sessions. Citing the phenomenal growth of the Army Aviation Program in the past ten years, Brigadier General Clifton F. von Kann, Director of Army Aviation, pointed out: "In 1950, the Army was operating about 900 airplanes, mostly small two-place observation types. Now the Army is operating over 5,000 airplanes and helicopters and further growth is forecast."

At the Aviation Association's honors luncheon, General Lemnitzer disclosed that U. S. Army pilots had shattered seven international rotary wing marks in speed, distance and climb categories. The Distinguished Flying Cross was presented to each of the three Army pilots who made the record-breaking flights. (See page 28.)

In another ceremony before the AUSA, General Lemnitzer presented the Dr. Ralph Mershon Memorial Award to the most outstanding Distinguished Military Graduate of the Senior Division, Reserve Officers Training Corps, commissioned in the Regular Army. This year's award winner was Second Lieutenant Benjamin R. Schlapak, graduate of Norwich University, now serving with the U. S. Army in Germany. (See below.)

### Modern Equipment on Display

AN impressive array of advanced type weapons, combat vehicles, electronic equipment and components



### Mershon Memorial Award Presented at AUSA Meeting

IN CEREMONIES at the AUSA 1960 meeting, General Lyman L. Lemnitzer, Army Chief of Staff, presented this year's Dr. Ralph Mershon Memorial Award to Second Lieutenant Benjamin R. Schlapak, serving with the U. S. Army in Germany. Lt. Schlapak, a 1959 graduate of Norwich University, was selected from a list of 1635 ROTC Distinguished Military Graduates who applied for Regular Army commissions. Of that number, 1,014 were ap-

Nike-Zeus also holds an attraction for Generals Taylor, Trudeau, Medaris as they tour exhibits at AUSA annual meeting.



was displayed by 44 manufacturers in 144 exhibit booths. Taking note of the importance of Army-science-industry teamwork, Lt. Gen. Arthur G. Trudeau, Chief of Army Research and Development, declared, "Our ability as a nation to remain militarily strong in the '60s—and more important, in the '70s—will be determined, to a great extent, by the progress underway today in science and technology."

Other speakers included Gen. Bruce C. Clarke, Commanding General, U. S. Continental Army Command; The Honorable Court-

ney Johnson, Assistant Secretary of the Army (Logistics); Lt. Gen. John C. Oakes, Deputy Chief of Staff for Military Operations; and Lt. Gen. James F. Collins, Deputy Chief of Staff for Personnel.

The three day sessions concluded with the George Catlett Marshall Memorial Dinner, jointly attended by members of the AUSA and AAAA. The Honorable Robert A. Lovett, former Secretary of Defense, who twice served with General Marshall, extolled the General's qualities of leadership, integrity and receptiveness to good new ideas or

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pointed as second lieutenants in the Regular Army.

Lt. Schlapak, holder of a B.S. degree in mechanical engineering, was commissioned in the Army Corps of Engineers, and is presently assigned as Platoon Leader with the 237th Engineer Battalion (Combat) in Germany.

THE Mershon Memorial Award is presented annually to the most outstanding distinguished military graduate of the Senior Division, Reserve Officers Training Corps, commissioned in the Regular Army.

Each January, the Department of the Army selects the candidate of the previous year with the highest com-

posite score based on evaluation reports received from professors of military science and tactics and summer camp commanders. The winner receives an appropriate certificate signed by the Secretary of the Army and a check for \$250.

All Distinguished Military Graduates from a Senior Division ROTC college or university who accept a Regular Army commission are candidates for the award, which was established by the late Colonel Ralph Davenport Mershon of Zanesville, Ohio. An advocate of civilian-military education, he established with Ohio State University the Mershon Fund for furtherance of civilian-military education.

## **Toward a Modern Army**

changes for the better. Referring to the complex problems of national security, Mr. Lovett stated, "We will need the detached approach to the problem of what is best for national security that General Mar-

shall exemplified and which won him universal respect."

It was just such a point of view and approach that the annual meeting of the Association of the U. S. Army sought to provide.

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### **Announced at Army Aviation Association of America Annual Meeting—**

## **Army Aviators Surpass Seven World Records**



After record-breaking 500-kilometer speed run, pilots Col. Jack Marinelli and CWO Clifford Turvey are congratulated by builders of their Bell HU-1 Iroquois helicopter.

FOR the first time, the annual meeting of the Army Aviation Association of America was meshed with that of the Association of the United States Army, with programs and displays coinciding.

Highlight of the Aviation Association meeting was the announcement by General Lyman L. Lemnitzer, Army Chief of Staff, of establishment of seven world records by three Army pilots.

In announcing the new world records, General Lemnitzer presented the Distinguished Flying Cross to the avia-

tors who established them—Colonel Jack L. Marinelli, President of the U. S. Army Aviation Board at Fort Rucker, Alabama; Major Garrison J. Boyle III; and Chief Warrant Officer Clifford B. Turvey, both Board Project Officers.

The new records were set by the three pilots flying an HU-1 Iroquois helicopter over an eight-day span ending 26 July, near Fort Worth, Texas. They exceeded three world-wide helicopter records previously held by the Soviet Union and two by France, and

one American record, while one was a new event.

All of the records have been submitted to the Federation Aeronautique Internationale of Paris, official certifying body. They include:

Non-stop distance flight inclosed circuit for helicopters with take-off gross weight between 3,860 and 6,615 pounds—441.74 miles, exceeding old record of 345.1 held by Russian helicopter.

Five hundred kilometer speed for same classification machines—148.45 mph, upsetting old record of 122.2 held by Russian machine.

One hundred kilometer speed for same classification machines of 142.2 mph, compared to old record of 130.8 held by Russians.

Time-to-climb to 3,000 meters—3 minutes 22.4 seconds, bettering old French record of 11 minutes one-tenth second.

Five hundred kilometer speed for any helicopter regardless of weight—148.45 miles an hour. Old record of 136.02 miles an hour was set by U. S. Army Sikorsky H-34.

Three kilometers speed for heli-

ters with take-off gross weight between 3,860 and 6,615 pounds—158.05 miles an hour. This is a new category of competition, making the mark an automatic record.

Among speakers at the Aviation Association meeting was Brig. Gen. Clifton F. von Kann, Director of Army Aviation, who forecast further growth and interest as the Army moves toward more air mobility.

Maj. Gen. E. R. Quesada, now administrator of the Federal Aviation Agency, spoke at the Honors Luncheon. His talk followed presentation of several awards. These included a trophy by Senator John L. McClellan to the Primary Helicopter School, U. S. Army, Camp Wolters, Texas, for contributions to Army aviation safety; by Lt. Gen. John C. Oakes to the 1st Reconnaissance Squadron, 17th Cavalry, Second U. S. Army Missile Command, Fort Carson, Colorado, as the outstanding aviation unit; and by Mr. Bryce Wilson, President of the AAAA, to Chief Warrant Officer Clifford V. Turvey, Medford, Oregon, as the most outstanding individual aviator.

At AAAA Honors Luncheon Sen. McClellan presents Safety Award to Col. Inskeep, CO, Primary Helicopter School, and R. L. Thomas, civilian contract manager.





**GENERAL LYMAN L. LEMNITZER**  
Chairman, Joint Chiefs of Staff



**GENERAL GEORGE H. DECKER**  
Chief of Staff, U.S. Army

## Chief of Staff Personnel

GENERAL Lyman L. Lemnitzer, Army Chief of Staff since 1 July 1959, has been named Chairman of the Joint Chiefs of Staff to succeed retiring General Nathan F. Twinning, USAF, effective 1 October.

The new Chairman has had extensive experience in joint service and inter-allied operations since his graduation from the United States Military Academy in 1920. (For biography, see January 1960 DIGEST.)

WITH elevation of General Lemnitzer to become Chairman of the Joint Chiefs of Staff, President Eisenhower named General George H. Decker to succeed him. General Decker has been Vice Chief of Staff since 1 August 1959.

Known as a quiet, determined administrator with wide experience in management, General Decker was born in Catskill, New York, 16 February 1902, and began his military career when he was commis-

sioned a second lieutenant of infantry in the Regular Army following graduation from Lafayette College, with a Bachelor of Science degree in economics in 1924.

His early career followed a pattern of service in various posts and regiments in continental United States and Hawaii. He attended the Company Officer's Course of The Infantry School at Fort Benning, and later the Command and General Staff School, Fort Leavenworth.

As war clouds hovered over the country, he was designated Assistant Supply and Logistics Officer of I Corps in 1940. In December 1941 he was detailed to the War Department General Staff in Washington, D. C. with duty in the office of the Assistant Chief of Staff, G4.

Following United States entrance into World War II, he was named Deputy Chief of Staff with the Third Army at Fort Sam Houston,



**GENERAL CLYDE D. EDDLEMAN**  
Vice Chief of Staff, U.S. Army

## Changes

Texas, August 1942. In February 1943 he became Deputy Chief of Staff of Sixth Army in the Southwest Pacific area, serving there through the New Guinea campaign, the operations to recapture Leyte, Mindoro and Luzon in the Philippine Islands, and during the early phases of the Japanese occupation.

In January 1946 he was assigned to Headquarters, Army Ground Forces, in Washington, then to Army Service Forces Headquarters. In July 1946 he was appointed Deputy Commander and Chief of Staff of U. S. Army Forces, Middle Pacific, with station in Hawaii. He returned to the United States to assume command of the 5th Infantry Division in June 1948.

In March 1950 General Decker was assigned to the Office of the Chief of Staff for duty with the Office of the Comptroller of the Army. A month later he was designated Chief of the Budget Di-

vision, and in May 1952, he was named Comptroller of the Army.

He became Commanding General, VII Corps, in Stuttgart, Germany, in February 1955 and in June 1956 was selected as Deputy Commander-in-Chief, United States European Command.

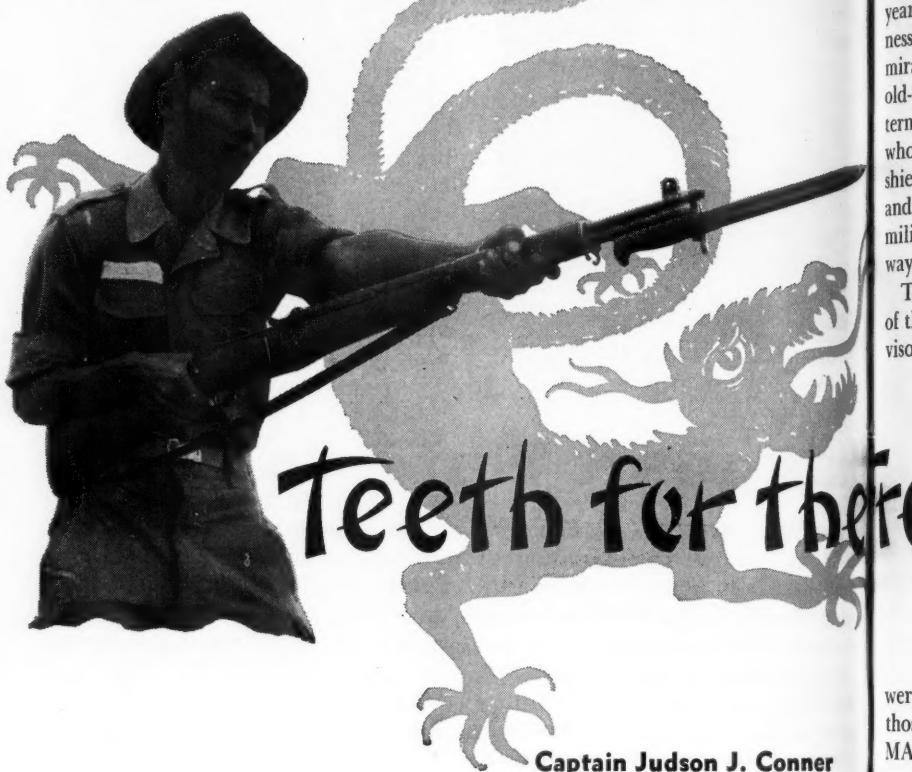
On 1 July 1957 General Decker became Commander-in-Chief, United Nations Command/Commander, United States Forces, Korea/Commanding General, Eighth United States Army in Korea. He served there until his appointment as Vice Chief of Staff on 1 August 1959.

**GENERAL Clyde D. Eddleman**, Vice Chief of Staff, was born in Orange, Texas, 17 January 1902, and was commissioned in the Infantry upon graduation from the U. S. Military Academy in 1924. As Assistant Chief of Staff, G-3 with Sixth Army, he participated in all its campaigns in the Southwest Pacific in World War II.

In 1946, he became the first Deputy Commandant of the Armed Forces Staff College, followed by duty as Deputy Commander of United States Troops, Trieste. From 1951 to 1954, he served as Chief of Plans Division, G-3 and Assistant Chief of Staff, G-3, Department of the Army.

Following assignments as Commanding General, 4th Infantry Division in Europe and as Commandant of the Army War College, he became Deputy Chief of Staff for Military Operations from 1956 to 1958. He assumed command of Seventh U. S. Army in Germany in July 1958, and the following year was named Commander-in-Chief, United States Army Europe.

**The story of the development of Vietnam's Armed Forces,  
and of the Americans who came to help sharpen**



**Captain Judson J. Conner**

**T**IME: The recent past.

An L-19 aircraft hovers over a concentration of Communist guerrillas in a remote, swampy area of Vietnam's interior. Fighter aircraft swoop low to deliver punishing strafing attacks. Truck-borne paratroopers and regular infantry roll in to join militia elements in sealing off the area. As a segment

of fleeing guerrillas starts down an unguarded path, orders are dispatched by radio and helicopters drop from the sky to deposit crack paratroopers astride the escape route. Infantrymen, splashing through waistdeep water, close the jaws of the trap, thus writing another chapter in the continuing struggle against Communism in Southeast Asia, where the Cold War is sometimes anything but.

The Armed Forces that performed this feat of mobile coordi-

**CAPTAIN JUDSON J. CONNER, Armor, is Information Officer, Headquarters, U. S. Military Assistance Advisory Group, Vietnam, Saigon, Vietnam.**

nation were but six years ago little more than a marginal-quality collection of armed men. The transition that took place in those six years is termed by those who witnessed it somewhat of a minor miracle. It is also a story of plain old-fashioned work, faith and determination—a story of a people who hurdled a century to forge a shield for a newly won freedom, and of the handful of American military men who came from half-way around the world to help.

The problems facing these men of the U. S. Military Assistance Advisory Group (MAAG) in Vietnam

Vietnam, the most populous and strategically placed of the three, lay along the eastern coast like a giant python, coiled to the north and south about the fertile deltas of the great Red and Mekong River complexes. But it was a country divided. North of the 17th Parallel, which cuts the land almost at its middle, the dark cloud of Communism gathered and, for a time, threatened to engulf the nation.

The new-born Republic of Vietnam in the south was torn by internal strife, honeycombed with militant Communist cells. Bickering private armies of various religious

# Free World Dragon

were similar in many respects to those which have confronted MAAG detachments all over the world, yet it is doubtful if anywhere they were more formidable or sharply focused. Nor were American military advisory efforts anywhere more successful or rewarding than in this strategic little republic of Southeast Asia.

## Growth to Freedom

THE Geneva Accords of 1954 put an end to the bitter fighting which had bathed French Indochina in blood since the close of World War II. It also brought an end to French rule and a birth of independence to three nations—Cambodia, Laos, and Vietnam.

and semi-political groups held large areas of the countryside; bandit forces roamed at large; and Communist guerrillas terrorized the population in efforts to undermine the government. Some 800,000 refugees streaming down from the Communist north overflowed already crowded rice lands and placed added burdens on the tottering economy.

The Vietnamese Army at that time consisted of about 270,000 men, poorly organized, poorly disciplined, ill-equipped. In fact, it could hardly be called an army at all, for its largest coherent unit was the battalion, while most of it was scattered in uncoordinated platoon and company-size units.



Accompanied by MAAG adviser Lt. Gen. Sam T. Williams, Under Secretary of Army Hugh M. Milton III troops the line of an honor guard of crack paratroopers.

This situation resulted largely from the organization of the Colonial Army, in which no Vietnamese unit was larger than a battalion and Vietnamese soldiers were primarily infantrymen. Nearly all heavy equipment—armor, artillery, engineer—was operated by the French. Supply and administrative services were entirely French, and French officers held all higher staff and command positions. Thus, when the French withdrew in 1954-55, they left behind a military skeleton.

Almost overnight, company commanders found themselves at the head of hastily organized regiments and divisions. Lieutenants commanded battalions or became staff officers for higher units, while NCOs took over platoons and com-

panies. The handful of personnel with technical or administrative experience was spread pitifully thin over countless vacancies.

Some American military equipment was on hand, more was on the way, but there was the problem of getting it into the hands of the troops down supply pipelines with rusted seams and many gaps. Administrative machinery was woefully lacking, storage and transportation facilities were almost non-existent, and once the equipment was delivered, there remained the task of training personnel to operate, maintain, and employ it.

#### Tackling the Task

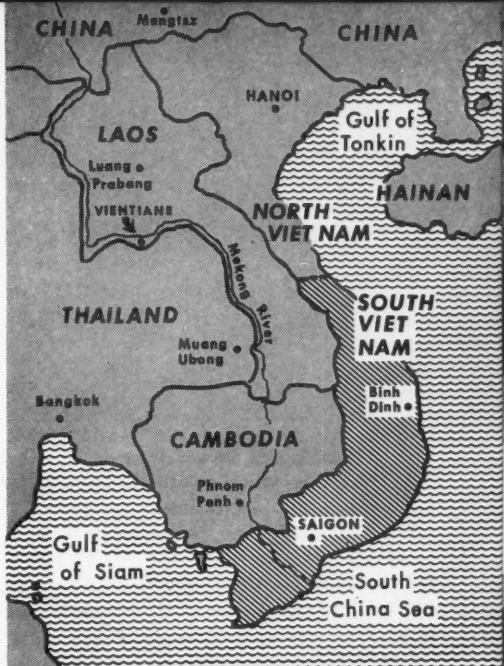
TRAINING was the key, and there was much to be done—training of leaders and staff officers,

administrators and technicians, training of drivers, gunners and engineers, training of instructors to train others.

It was almost a "start-from-scratch" proposition—a job logically requiring step-by-step procedures, progressing in orderly stages through ten, fifteen, maybe twenty years. But the threat to the nation was not ten, fifteen, or twenty years away. It was present right then, squatting on the 17th Parallel, lurking in the jungle night, gathering over far-flung rice paddies.

It is no wonder that political experts viewed the young republic's future with pessimism. Some estimated its lifespan at a few weeks; the more generous gave it six months. But President Ngo Dinh Diem and his dedicated followers paid no attention to the experts. Neither did the American military advisers headed first by Lt. Gen. "Iron Mike" O'Daniel and then, from 1955, by Lt. Gen. Sam T. Williams. Instead, they rolled up their sleeves and went to work.

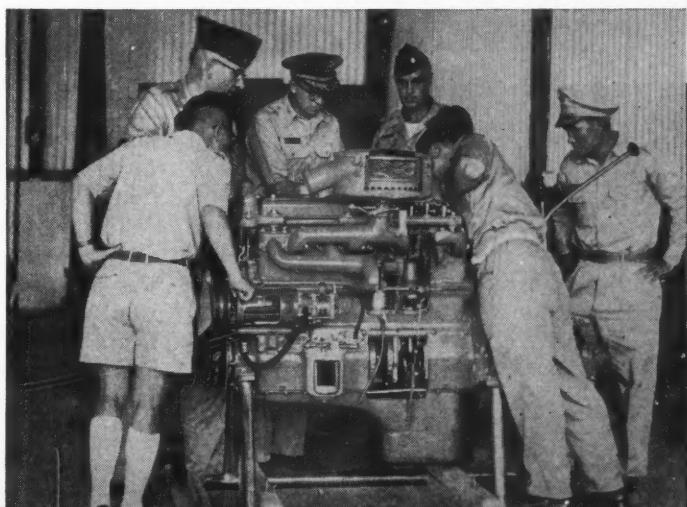
Initially the advisory task was carried on jointly by American and French military missions, but in



"South Vietnam occupies a strategic area."

the spring of 1956 the last French adviser assigned to the army departed, and the following year Americans replaced the French detachments advising the Vietnamese Navy and Air Force.

Some of the MAAG personnel remained in Saigon, the capital,



Students and advisers at Ordnance School in Thu Do examine cut-away model of a newly arrived diesel engine.

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Training aids are widely used. At left, a sand box model of fortified position illustrates a tactical point while at right a group learns about vehicular communications.

either in headquarters or assigned to various units stationed in the vicinity; but the rest moved out and down to division, regiment, and even battalion level—to the High Plateau where mountain tribes hunt with ancient crossbows, to malaria-ridden jungle lands where tigers roam, to forbidding delta swamps.

Here they lived, and live today, in close contact with their Vietnamese counterparts, working with them, sharing their problems, troubles, trials and triumphs. Today there are 19 MAAG detachments stretching from Quang Tri just below the 17th Parallel to Can Tho in the far south. They range in size from three or four men to thirty.

Initially, the Armed Forces were pruned, scattered units were drawn together, and the Army organized into ten small divisions. Four of these were so-called field divisions of eight thousand men each, made up of three regiments of infantry, an artillery battalion, and rudimentary technical supporting elements. The other six "light" divisions were nothing more than nine infantry battalions organized

into three regiments—six thousand infantry with no supporting units.

#### New Type Division

BY 1957 enough progress had been made for the development of a new type of division—a unit unlike anything existing in any army, a division designed from the ground up to fit the terrain, capabilities, and needs of Vietnam.

Shaping the design of the new division was the twin threat of external and internal aggression. Thus, it had to be heavy enough for sustained combat against conventional forces, yet light and flexible enough to furnish anti-guerrilla combat teams to control internal disorders. It had to meet the requirements of modern warfare, yet be capable of operating in jungle, mountains, and trackless swamplands where mobility is measured in terms of the footsoldier and the doughboy is king.

The division which emerged after a year of extensive field tests was a balanced, flexible organization totaling 10,450 officers and men. It was adopted as standard and by the end of 1959 the Vietnamese Army had completed its

reorganization into seven of these standard divisions.

Bulk of the new division is made up of three infantry regiments. Each regiment is capable of independent action, or it may be broken down into independent battalion, company, or platoon task forces.

Two artillery battalions provide close fire support. One is equipped with towed 105mm howitzers, the other with 4.2-inch mortars which can be broken down and hand carried when the infantry ranges beyond wheeled support. A pioneer battalion is equipped for light engineer work and a reconnaissance company serves as the division's eyes and ears. Technical and logistical support is provided by organic ordnance, signal, quartermaster, transportation and medical companies.

The seven divisions are grouped in two corps and supplemented by independent battalions of engineers, artillery, and technical services. There are also four armor battalions (M-24 tanks, M-8 armored cars), an airborne brigade, and a small Marine group.

A small but important Navy and Air Force are organized to support the ground forces. The Air Force consists of one fighter squadron (limited by the Geneva Accords to propeller-driven aircraft), two C-47 transport squadrons, two light aircraft observation squadrons, and a squadron of helicopters. The Navy, divided into a River Force and Sea Force, operates craft up to modern minesweepers in size.

### Schooling for Soldiers

SERVING the Vietnam Armed Forces is an integrated military school system, based to a small



Quick to develop mechanical aptitudes, men of a transportation unit proudly stand inspection of new diesel trucks.



Vietnam soldiers also are swift to learn how to handle complicated new devices, as the helicopter above, or tanks below.





Tough, lean, competent, an Infantry company returning to camp after a day of training in the field appears as energetic as when they set out early that morning.

degree on the American pattern, which carries out a continuing program of instruction for personnel of all ranks. It includes refresher courses at unit level and a ten-month course at the Command and General Staff College. Branch schools of every arm and service offer courses ranging from advance individual training to company commander courses. An NCO academy handles over a thousand students annually, and Army officer candidate schools graduate 600 second lieutenants each year.

The National Military Academy at Dalat promises to play an important part in the continuing development, not only of the Armed Forces, but of the nation itself. Until recently a form of officer candidate school, the Academy is now a college-level institution offering a four-year engineering course. Its curriculum, method of instruction, and organization closely follow those at West Point.

Supplementing the school system in Vietnam is the Off-Shore Train-

ing Program under which selected officers and NCOs are sent to American service schools in Korea, Okinawa, Taiwan and the United States. Hundreds have taken part in the program which includes 120 different courses ranging from a water supply school to the Command and General Staff College at Fort Leavenworth, Kansas. This program has proved particularly effective; students benefit not only from the instruction, but from a close-up look at America. None has returned disappointed thus far.

#### The Vietnam Soldier

THE average Vietnamese soldier is about 5 feet 2 inches tall, slender, wiry and tough. He enlists, or is drafted, in his late teens or early twenties and (with a few exceptions) takes his basic training at Quang Trung Training Center, ten miles northwest of Saigon.

About 70 per cent of the recruits undergoing training at Quang Trung are draftees. They serve an 18-month tour of duty, and receive

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120 piasters, or about \$1.60, a month wage for the first year. For the remaining six months of service, they are paid the same base pay as the volunteer who enlists for three years and receives \$7.77 a month. The married volunteer gets an additional 41 cents for his wife and \$1.37 for each child.

The recruit receives a standard eight weeks of basic training, during which he fires the M-1 rifle and carbine, learns close order drill, first aid and hygiene, and undergoes extensive physical training.

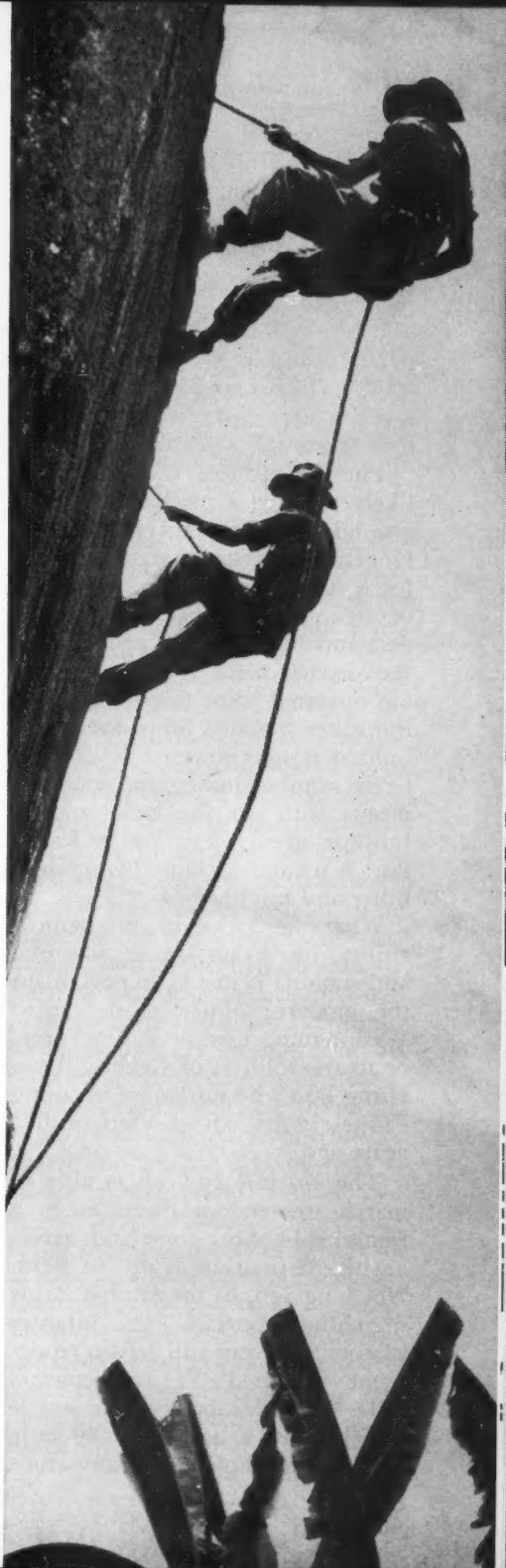
After the first eight weeks, those assigned to the Air Force, Navy, and branches of the Army other than Infantry go on to their units or branch schools for advanced individual training. Those destined for infantry outfits, the *chien-si bo-binh* (walking soldiers), remain at Quang Trung for another eight weeks of advance training, firing the remaining infantry weapons and taking up small unit tactics.

### Military Life

ARMY rations are plentiful and wholesome. Rice is the main dish, but it is supplemented by fresh vegetables, meat and fish (normally cooked in a heavy stew), and the all-important *nuoc mam*, the pungent fish sauce of Vietnam. In most cases, the army diet is considerably higher in calorie content than that to which the recruit is accustomed, but chances are he has never before burned up calories as fast.

He adapts rapidly to Army life, but the transition is not altogether painless. The practice of living in

Rugged, hilly nature of land demands that Vietnam infantry receive mountain training plus regular military instruction.



## Teeth for the Free World Dragon

a squad room is strange, and so are many other army innovations, such as latrines. He may be a bit homesick, but there is a fine recreational program to occupy off-duty hours, and although he gets no pass during basic training, his family can visit him on Sundays. Discipline is strict, punishment swift, and the NCO's (like their counterparts the world over) most critical of young men learning to be soldiers.

The Vietnamese recruit is not likely to have a mechanical background, and it takes him a bit longer, by western standards, to learn some of the skills demanded of the modern soldier. This is understandable for, in all probability, the heaviest piece of equipment he has operated prior to enlistment is the water buffalo. Since the water buffalo is not powered by an internal combustion engine, gasoline means little to the new soldier, lubrication even less. But he learns fast, a tribute to both his adaptability and intelligence.

What he lacks in mechanical ability, he makes up in stamina, and stamina is just as important to the modern soldier as it was to Washington's men at Valley Forge, or to the soldiers of General Tran Hung Dao who hurled an invading Chinese army out of Vietnam 673 years ago.

The *chien-si bo-binh* is able to march tremendous distances in a remarkably short time and arrive at his destination ready to fight. Not long ago, in the annual Army marching contests, an infantry platoon carrying full battle equipment marched 17 cross-country miles through sand, swamp, jungle and hills in 4 hours and 40 minutes—a fine showing for any army.

Nor does his size prove a handicap in other fields. Watching a platoon of M-24 tanks bounding over rough terrain, one would never suspect the drivers were balanced on the edge of their seats in order to reach the gas pedals. Paratroopers stagger aboard aircraft all but invisible under helmets, parachutes, packs, weapons and general purpose bags; but they shoot out the door like jackrabbits and come up running when they land.

Properly trained and properly led, the Vietnamese fighting man stacks up well with any soldier the world over.

### Officer Qualities

IT IS difficult to find the "average" Vietnamese officer, for the leaders of its Armed Forces have a wide range of backgrounds and experiences. Some fought beside the French in the French Indochina War, others against them. A few fought both the French and the Communists in free-lancing, loosely organized groups.

In general, the Vietnamese officer is complex, a product of many influences. Some of these influences are French, for France ruled his country for many years; many are Oriental; some are peculiarly Vietnamese. And they are very important to the American adviser.

To realize just how important individual characteristics and personalities can be, it should be noted that the military adviser has no command authority. He may advise, suggest, and urge, but never order or command. Professional competency alone will not make him successful, for advice, no matter how sage, is worthless if it goes unheeded; and the amount of

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Acting platoon leader  
points out objective to  
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advice accepted—and consequently the degree of success achieved by the adviser—is largely a matter of individual personalities. And personalities are important.

Many a Vietnamese officer served in the Colonial Army and was never particularly happy about taking orders from the Colonialists. Now that his country is free, he is understandably proud and jealous of this freedom, touchy about any advice, good or bad, that smacks of an order from a foreigner. Probably the greatest single problem encountered by MAAG is the continual task of assuring the Vietnamese that the United States is not a colonial power—an assurance that must be renewed on an individual basis by each new adviser.

The Vietnamese leader views with the greatest seriousness the necessity for saving face and avoiding ridicule, real or imagined, at all costs. He sometimes finds American bluntness disturbing—and American impatience can be downright distressing. Polite, patient and courteous by nature and upbringing, he looks with distaste on argument or disagreement of any kind. In fact, he may even

find it expedient to agree with and forget, rather than challenge, advice with which he does not agree—a device the Americans find terribly frustrating at times.

#### Intelligent and Capable

THE Vietnamese officer is intelligent, sharp witted, quick to learn and retain, capable of great energy and efficiency. With the passage of time, his military thinking is growing ever closer to that of the Americans. In the absence of orders from higher authority, he has in the past often found it prudent to lean toward a cautious "do nothing" in preference to the risky "do something even if it's wrong," but his individual initiative is growing, and so is his capacity for planning. Even his deeply ingrained concept of position defense is giving way to mobile thinking and is being laid to rest in the rubble of crumbling blockhouses, gravestones of a colonial past, which dot the Vietnam landscape.

On the whole, he likes Americans and makes a sincere effort to understand them and overlook their unpleasant idiosyncrasies. And they like him, too.

He is reserved and cautious at first toward new advisers, yet capable of great warmth and friendship once they gain his confidence. And these friendships, born of mutual trust and respect, are important, for they form the very foundation of MAAG's work. Nor are these relationships between adviser and counterpart things which can be constructed overnight from a common pattern. Each is a complex structure, fragile and subtle, built over a period of time with patience, diplomacy, a touch of psychology, some common sense, and a whole lot of understanding.

Though these structures are invisible, their presence is evidenced in a thousand different ways, their soundness attested by the concrete accomplishments of the Vietnamese Armed Forces over the past six years.

While in the process of reorganizing, building, and developing, the Vietnam forces have been engaged almost continually in fighting Communist guerrillas and other dissident bands. Since last fall when reinforced Communist guerrilla bands stepped up their terrorist activities in South Vietnam, the Armed Forces have repeatedly demonstrated their ability, when properly employed, to combat such forces. Since the first of the year, in countless actions ranging from patrol skirmishes to battalion-team operations, they have maintained an overall casualty ratio of better than ten to one—a tribute to their organization and training.

#### Long-Range Contributions

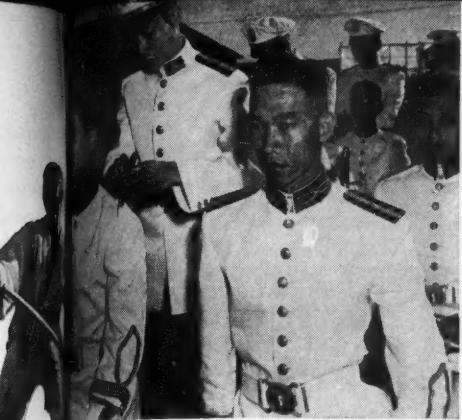
IN ADDITION to defending their country, the Vietnamese Armed Forces have contributed



Leap through a fiery hoop opens demonstration of judo skills for officer candidates at Vietnam schools yearly.

substantially to its economic and social growth. Thousands of technicians have graduated from service schools, and many have returned to civilian life. The Vietnam Army engineers have constructed or rebuilt over 600 miles of road and nearly 300 bridges in the past six years; they have built hundreds of schools, and installed a nation-wide communications network. Much of the vast resettlement program which has opened up new land for thousands of farmers was made possible by the work of the Vietnamese Army engineers.

Yet figures alone fall short of measuring the contributions of the Vietnamese Armed Forces. Without the order, stability, and confidence in the future which they brought to the Vietnamese people, no amount of economic aid, no volume of encouragement, could have achieved the progress made by Vietnam over the past six years.



Kneeling graduates of Dalat Military Academy receive second lieutenant insignia at ceremony preceding torchlight review by the Vietnamese Secretary of Defense.



This progress is important to all the Free World, for South Vietnam is a key bastion in the defense line facing Communism in Southeast Asia.

Probably no American better knows the Vietnamese Armed Forces, or has had a greater influence on their development, than Lt. Gen. Williams, who brought to his post of Chief, MAAG the experience gained in a career spanning 44 years, three wars, and the command of every echelon from squad to army.

Upon his retirement in August, to be succeeded by Lt. Gen. Lionel C. McGarr, he summed up the past six years: "In 1954, the Communist army of North Vietnam could have crossed the 17th Parallel and walked into Saigon standing up. Today if they tried it, they would have one nasty fight on their hands."

The strength and determination of the Vietnam Armed Forces, shaped in the past six years, today makes this a certainty.

Signifying scattering through Armed Forces, honor graduate of Military Academy performs traditional shooting of arrows to four winds.

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*A magnificent heritage is proudly maintained  
in today's training for tomorrow's eventualities by*

# The Big Red One



**"No Mission Too Difficult, No Sacrifice Too Greatly**

**Major General T. W. Parker**

**F**ORTY-TWO years ago General John J. Pershing cited the 1st Infantry Division, one short paragraph of which is the story of the 1st Division: "The Commander-in-Chief has noted in this Division a special pride of service and a high state of morale, never broken by hardship nor battle."

Twenty-six years later, soon after the allied landing in Normandy, General Dwight D. Eisenhower told

the 1st Division: "I would not have started this invasion without you."

These remarks are typical of the tribute paid to this almost legendary fighting organization. Today the 1st Infantry Division, stationed at Fort Riley, Kansas, accomplishes its training mission with the dedication and esprit that can only be described as "the Spirit of the Big Red One."

To understand that spirit one



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must look to history. The Division was organized on 8 June 1917, and was composed of the 16th, 18th, 26th, and 28th Infantry regiments; the 1st Field Artillery Brigade; and the 1st Engineers.

It was the first American division to engage the enemy in World War I and quickly proved that, in the deadly trench warfare of that conflict, American troops could attack as well as defend. It fought with

## **The Big Red One**

valor at Cantigny, Soissons, across the Meuse, to Sedan, at Verdun, and was first to cross the Rhine. During this period the Division adopted its famed insignia, the red numeral "1" on an olive drab background.

Following World War I the Division remained active, although its units were assigned to separate stations. In 1939, as war clouds gathered over Europe, the Big Red One was reorganized as a triangular organization composed of the 16th, 18th, and 26th Infantry Regiments.

Throughout World War II the Division justified its claim to "first" with an unparalleled battle record. Under command of Major General Terry de la Mesa Allen, it was part of the Allied forces that assaulted North Africa in 1942, and fought valiantly in the bloody actions of Kasserine Pass, Gafsa, and El Guettar. The Division played a leading role in the assault on Sicily, and after its success there moved to England under command of Major General Clarence R. Huebner, where it prepared for the Normandy invasion.

On 6 June 1944, the 1st Division led the assault on Normandy at a tiny stretch of Omaha Beach ironically designated "Easy Red." That

action was perhaps the Division's sternest test, its finest hour. The Division played a vital role in the break-through at St. Lo, the savage fighting at Aachen, and that frozen nightmare of the Ardennes known as the Battle of the Bulge. In March 1945, for the second time in its history, the Big Red One crossed the Rhine River, and at the end of the war in Europe had advanced into Czechoslovakia. In two World Wars the Division participated in 15 campaigns and suffered more than 43,000 casualties. Men of the Division won countless decorations, including 21 Medals of Honor.

In 1955, after 10 years of occupation duty in Germany, the 1st Division exchanged assignments and duty stations with the 10th Infantry Division, then at Fort Riley, Kansas. Appropriately enough, the heritage of the Infantry's great fighting organization was thus merged with the lustrous Cavalry traditions of this historic frontier post.

In February 1957, the Big Red One was reorganized into a pentomic division. As a result of an exchange of units with the 8th Infantry Division, the pentomic reorganization, and the further reorganization of the Infantry Division



**Major General T. W. Parker**  
**Commanding General, 1st Infantry Division**  
**Fort Riley, Kansas**

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Times and uniforms may change but 1st Infantry Division soldiers marching through European towns in two World Wars typify the unchanging role of the Infantryman.

in 1960, major subordinate units of the Division today are:

1st Battle Group, 5th Infantry  
2d Battle Group, 8th Infantry  
2d Battle Group, 12th Infantry  
1st Battle Group, 13th Infantry  
1st Battle Group, 28th Infantry  
1st Division Artillery  
8th Howitzer Battalion, 4th Artillery  
1st Rocket Howitzer Bn, 5th Artillery  
8th Howitzer Battalion, 6th Artillery  
1st Howitzer Battalion, 7th Artillery  
5th Howitzer Battalion, 32d Artillery  
2d Howitzer Battalion, 33d Artillery  
1st Reconnaissance Squadron, 4th Cavalry  
1st Medium Tank Battalion, 69th Armor  
1st Engineer Battalion  
121st Signal Battalion  
1st Infantry Division Trains  
1st Aviation Company

The 1st Infantry Division has always been blessed with subordinate units which boast great battle records of their own. Such is the case today. Thus, among her artillery units is the 1st Rocket Howitzer Battalion, 5th Artillery, formerly Battery D, 5th Field Artillery which traces its history to "Alexander Hamilton's Own," first organized in 1776. (See "From Muzzle Loaders to Missiles," July 1960 DIGEST.)

The Battle Groups of the 5th, 8th, 12th, and 13th Infantry and the Division Reconnaissance Squad-

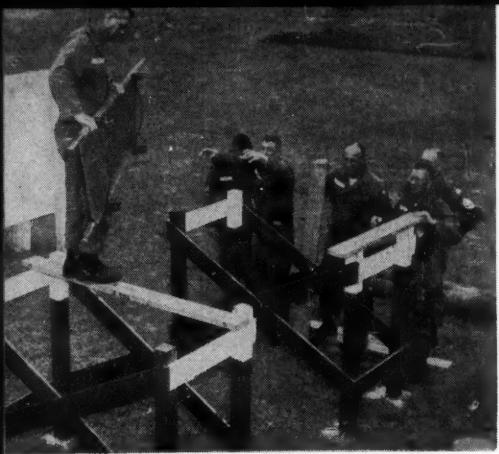
don trace their lineage to the pre-Civil War period. The 5th and 8th Infantry and the 4th Cavalry have each participated in over thirty campaigns, and the 12th and 13th Infantry in twenty-four and fifteen campaigns respectively. The 28th Infantry was organized in 1901. For its valor in the Division's first major action in World War I the 28th won the title "Lions of Cantigny."

### Its Job Today

TODAY the 1st Infantry Division is assigned to the Strategic Army Force (STRAF). While maintaining its status as a vital element of the Army's mobilization base, the Division's fundamental mission is training. Within that broad mission, its tasks include the following—

► Training of Basic Combat and Advanced Individual Trainees. During the period April 1959-1960 the Division has trained more than 19,000 replacements, the majority being basic combat trainees.

► Development and training of units to be assigned overseas under the recently adopted Overseas Unit



Carrying a litter, student at NCO Leadership Course negotiates obstacle as part of training that emphasizes realism.



NCOs learn intricacies of Trainfire in order to teach own men, above. Below, troops stage demonstration of fire power.



Replacement System (OVUREP), a concept designed to support the Army wartime unit replacement system. The 2d Battle Group, 8th Infantry, was designated an OVUREP unit effective 1 May 1960. The 2d Battle Group, 12th Infantry was to be similarly designated effective 25 September 1960.

► Several Strategic Army Corps (STRAC) units are assigned to Fort Riley. These units are in most instances attached to similar-type units of the 1st Infantry Division in order to provide them optimum command supervision, including supervision of training.

► A major task of the Division during the summer months is the support of the Annual Active Duty Training (ANACDUTRA) of several Reserve and National Guard units. Selected Division organizations are hosts each year for these units, the basis for attachment being similarity of unit missions and functions. Elements of the Division also provide ANACDUTRA support during the summer period at Camp McCoy, Wisconsin; Fort Leonard Wood, Missouri; and Camp Guernsey, Wyoming. The Division also supports each year a large ROTC Summer Camp which varies in strength from approximately 1400 to 1800 cadets.

► Each year the Division trains a large number of personnel in their individual Military Occupational Specialties (MOS). This is accomplished by extensive and well supervised on-the-job training, participation in the various Division and Post support missions, and through unit schools and special classes.

► The Division is responsible for range support of the National Rifle and Pistol Matches held annually

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"Training must emphasize combat realism and a constant sense of urgency."

at Camp Perry, Ohio. This year a reinforced Battle Group, some 1400 personnel, was assigned to this task. ► The 1st Division has from time to time been designated by higher headquarters to develop and test various new organizational, tactical, and training concepts. For example, in 1958 the Division developed and tested a special combined arms organization designated Mobile Task Force "B"; and during the summer of 1959 the Division tested the accelerated training concept known as the "Intensified Combat Training Program" (ICTP).

These, then, are the principal missions and tasks of the Big Red One today. Though the job may lack the deadly challenge of the great battles in which the Division won fame and glory, it is a difficult and challenging one. The requirements are not only demanding, but many must be accomplished concurrently, and all with the strictest economy of time, personnel, materiel, and money.

### The Heritage Applied

THE 1st Division is acutely conscious of its colorful past and great combat achievements, and remem-

bers well that its great victories were fashioned long before the battle in the training of its individual soldiers. In particular, the Big Red One has been noted for the leadership ability of its junior officers and noncommissioned officers.

Accordingly, in the performance of its mission the Division adheres to several fundamental principles. First, every effort is made to maintain and utilize the tactical structure of the Division. Second, maximum emphasis is given to development of the initiative, imagination, stamina, and leadership ability of the junior officer and noncommissioned officer. Related to this concept is the principle of maximum decentralization of effort. Finally, it is recognized that peacetime military training can easily stagnate. Consequently, training must emphasize combat realism and a constant sense of urgency.

To illustrate the application of these concepts, consider the development of the recruit trainee. Upon his arrival at Fort Riley, he is assigned to an organic Division platoon, sews on the famed Division shoulder patch, and becomes a member of the Big Red One. He



Maintaining their skills as alert teachers of young trainees, two sergeants work out with a .30 caliber machine gun.

quickly learns the stern and lofty code of the Division, a code expressed in its motto: "No Mission Too Difficult; No Sacrifice Too Great; Duty First." Henceforth, with the exception of some specialized training which lends itself to "committee type" instruction, his training, as well as his administra-

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"Today, in the twilight zone between peace and open conflict known as the Cold War, the 1st Infantry Division continues its long service to the Nation in the performance of a variety of vital training tasks. In an era of nuclear fission, electronic gadgetry, and orbiting satellites the Division remains confident of the supremacy of the individual soldier on the battlefield. The soldierly virtues of courage, dedication to duty, initiative, and the leadership ability that produced its great victories are not outmoded. Though the Division takes full advantage of modern military organization, techniques, and equipment, the development of these virtues and this leadership is, and will continue to be, its primary objective."

*Major General W. T. Parker,  
Commanding General,  
1st Infantry Division.*

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tive support, will be in strict accordance with the tactical chain of command.

The trainee quickly identifies himself with the high standards and esprit of his battle group or battalion, and of the Big Red One. He finds that every effort is made to avoid the routine of peacetime military training. Colorful and imaginative training aids are used. Concurrent training is practical and meaningful, not simply activity for the sake of activity. His instructors, who are largely junior officers and non-commissioned officers, are well prepared and enthusiastic. He is constantly challenged to meet the highest standards of professional skill, conduct and appearance.

His intangible and greatest reward is an exhilarating sense of achievement. His tangible rewards may be the letter of commendation from the Division Commander to the outstanding trainee in each company during the training cycle, and perhaps the stripes of an acting noncommissioned officer. Upon completion of the training cycle and his assignment to another command, and indeed throughout his

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"Nuclear delivery units  
of Division participate  
annually in extensive  
field training and serv-  
ice firing exercises."



military service, the trainee will continue to feel the sense of competence, pride, and esprit known as the Spirit of the Big Red One.

Similarly, the highest standards are required of the division cadre. Promotions are highly competitive. In the grades of E-6 and higher, recommendations are evaluated by a board composed of selected major unit commanders and the Division Sergeant Major, and are approved

personally by the Commanding General. The Division and Fort Riley conduct an outstanding Non-commissioned Officers' Academy, and successful completion of the Academy, while not mandatory, is a major consideration in selection for promotion. Special classes, emphasizing new developments in equipment and tactical techniques, are given for officers of the Division.

The principles of unit integrity

While Honest John rockets, above, are fired by nuclear delivery units, training also is given in conventional artillery weapons such as the eight-inch howitzer, below.





New soldiers learn techniques of handling recoilless rifle, above, and also study marksmanship on Trainfire ranges.



Medical battalion aid men practice loading "wounded" comrade on H19 helicopter as part of field training.



and decentralization of planning and supervision are applied to the performance of all Division tasks. Thus, if transportation support is required for a certain operation, the job is assigned to the Division Transportation Battalion or to one of the tactical units, rather than using pooled personnel and equipment. The construction of the new Trainfire ranges at Fort Riley, an activity involving some 112,000 man hours and a variety of major engineer equipment, was assigned to the 1st Engineer Battalion. The value of this experience in the development of the combat support skill of the Battalion is obvious.

As further examples of the "unit integrity" principle in action, such missions as the support of Reserve and National Guard training, support of weapons matches, and the development of new training subjects schedules are assigned as responsibilities of individual major units of the Division.

#### STRAF Role

DESPITE its various non-division support missions and the relatively restricted training area at Fort Riley, the 1st Division employs a variety of methods to maintain the highest possible degree of STRAF readiness. Thus, the Division Headquarters and the headquarters of its major units participate in several Command Post Exercises each year, usually three in the spring and three during the fall months. They are conducted in the field, usually for a three day period.

The scenarios constantly emphasize the "forward look" with such recent exercise objectives as target surveillance and acquisition, long-range and stay-behind patrols, mass

casualty evacuation, and operation of an alternate Division Headquarters.

Each year elements of the Division Tank Battalion and Reconnaissance Squadron move to Camp Irwin, California, for a four- to six-week period. There they accomplish tank gunnery qualification firing, and conduct additional unit training to the extent available personnel and funds permit.

Additionally, the Division Reconnaissance Squadron participated this year in Exercise Mesquite Dune, which required extensive reconnaissance operations over a wide zone under combat conditions. Similarly, the nuclear delivery units of the 1st Division Artillery participate annually in extensive field training and service firing at Fort Sill, and are administered the annual training test at that station.

### Keeping the Faith

THE heritage of the Big Red One is preserved not only by the present Division but by the many thousands who once served in its ranks, and who contribute their support through the Society of the 1st Division. The Society was established in 1919 by Major General Charles P. Summerall, the distinguished soldier who commanded the Division at the time and was later Army Chief of Staff.

Highlight of the annual 1st Infantry Division reunion this year was the dedication of the Cantigny Museum at Wheaton, Illinois. The museum was erected as a memorial to the Division by the late Robert R. McCormick, former owner and editor of the *Chicago Tribune* and a World War I veteran of the 5th Artillery. A beautiful and inspiring symbol, the Museum is a fitting tribute to the organization known with affection by its friends, fear by its enemies, and respect by all as the "Big Red One."



Towed artillery piece is readied for firing on a Fort Riley range.

**"People-to-people" dividends  
beyond their military education  
accrue as Allied officers become**

# **Strangers No More**

**Colonel Lowell T. Bondshu**

**A**S A positive deterrent to war, as the Allied military training program as exemplified at U. S. Army Command and General Staff College may well be the most effective intercontinental missile that this Nation will ever fire. Actually

**COLONEL LOWELL T. BONDSHU, Quartermaster Corps, was formerly Allied Personnel Supervisor, Command and General Staff College, Fort Leavenworth, Kansas. He is now assigned as Deputy Chief, European Exchange System, with headquarters in Germany.**

this program, loaded with ideas and ideals rather than lethal warheads, is being launched continuously as more than 5,000 Allied students who attend continental United States Army Service Schools each year return to their own countries imbued with a better understanding of what this Nation is, what it stands for, what its hopes and aspirations are for all mankind.

Impact of the entire program may be more fully appreciated when it



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is considered that the countries represented by these students furnish the equivalent of 200 divisions to the ground defenses of the Free World. Importance of the particular program at USACGSC is apparent when it is considered that Allied alumni of the Army's senior tactical school hold key military and governmental positions in their own lands, ranging from chiefs of staff to cabinet members, even to president.

## **Strangers No More**

It is this area of developing good will and mutual understanding—not only between Allied students and their counterparts in the United States but among Allied officers of more than 40 countries—that makes the foreign military training program one of the most productive defense efforts in which this country is engaged. Besides development of professional military proficiency, a major objective is to foster a climate in which friendships and mutual understanding may thrive.

This is largely accomplished by increasing the number and variety of opportunities for the individual Allied student and his family to make personal contact with Americans in every walk of life. As one recent graduate stated, "I may have been in a strange country but I never was a stranger."

### **Planning Begins Early**

THE program of building friendship and goodwill begins at the USACGSC often as much as a year before the foreign student is due to arrive in the United States. As soon as allocation of spaces for the next year's courses are received, the College sends to the appropriate MAAG's missions or attaches, a non-resident preparatory extension course and an informational packet for each prospective student.

The extension course provides basic material for advance study to assist in putting new students on a more nearly equal footing with their United States classmates. The packet contains a letter of welcome from the Commandant, instructions and information about the College, and a return questionnaire which provides information con-

cerning the student—especially as to whether any special assistance is needed or anticipated.

Based on the questionnaire and advance orders on each student, the College then completes its planning for arrival of the incoming Allied officers. Sponsors are designated and escort officers are selected for each student. Arrangements are made for showing of available houses to those who will bring their families. Bachelor quarters are assigned for single students. On arrival, each student is met by an escort officer who takes him to his BOQ, guest house or hotel.

Escort officers assist in renting suitable quarters for those accompanied by families. Sometimes rental agreements can be arranged in advance by mail. Some landlords even stock the kitchen before students arrive.

Once arrived at Fort Leavenworth, the Allied student is in the hands of the Office of the Allied Personnel Supervisor (OAPS), an agency established to assist him through his entire stay. OAPS is responsible for everything pertaining to Allied students except actual classroom instruction during the academic year. Representatives meet and orient the students, prepare and conduct most of the resident Preparatory Course, and provide academic guidance and assist with personal matters.

OAPS conducts a pre-course orientation of from five to seven days to acquaint arrivals with post and college facilities and regulations, military terminology and United States customs and traditions.

### **Stages of Instruction**

ALL Allied officers are enrolled

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First Afghanistan officers at College are greeted at registration. Right, Lt. Gen. Eung-Kyun Shin, now Korean ambassador to Turkey, speaks at Kansas City Red Cross.

in the two principal resident courses—the regular ten-month course, or the associate four-month course. Except for classified periods, they receive the same instruction as their United States classmates.

Following an orientation, those scheduled to attend the Regular Course enter the Preparatory Course where enrollees from non-English-speaking countries receive five weeks of language refresher training. They then join Allied officers from English-speaking countries and a few students from the Army's sister services for additional instruction in Phase II, which is designed to help those unfamiliar with basic Army subjects prepare themselves for an even start with Army students when the actual academic year begins.

In Phase II emphasis is placed on organization, tactics and logistics of the Army, organization and operations of Infantry, Airborne and Armored Divisions, map reading, staff organization and procedures, communications zone, and an orientation on nuclear weapons. Allied students attending the Associate Course do not have sufficient time to attend the Preparatory Course.

During the academic term itself, Allied students are distributed through the various classes with consideration given to their ability to speak English, as well as to their military and cultural backgrounds. While they learn the organization of the U. S. Army, its operations, tactics, logistics, techniques and procedures, their United States officer classmates gain an appreciation of Allied officers' viewpoints and opinions. Strong bonds of mutual understanding, goodwill, respect and confidence grow from these classroom associations.

#### Orientation Trips

WHILE the Allied officers receive essentially the same academic instruction as U. S. students, they do not receive certain classified instruction. The additional time made available is utilized in a number of productive activities—extra study time, participation in the Allied Instruction Orientation Program of 30 hours, and orientation trips of varied nature.

These orientation trips are a significant part of the life of the Allied student, and contribute much to an understanding and appreciation of the United States.



One phase of American mode of life is better understood as students pay a visit to typical farm in heart of Kansas.

The visits begin early in the summer and continue throughout the year, using weekends and evenings as well as free mid-week time. Some trips are primarily recreational as, for example, attendance at a college football game; others are of a training nature, such as a visit to the 1st U. S. Infantry Division at Fort Riley; others are directed toward cultural activities—visits to art galleries and theaters in Kansas City; and some are informational, such as visits to industrial plants and a typical midwest farm.

In addition to the formal trips and visits, organized social activities add to the students' understanding of the American way and are important in forming lasting friendships. These social affairs are conducted both on and off-post.

Traditional off-post social activities include gatherings sponsored by local civic organizations, luncheon clubs and churches. Frequently Allied officers or their wives are guest speakers at such meetings. Last year more than 60 such talks were given, a score of them by Allied wives.

One noteworthy event of mutual benefit is sponsored annually by the Junior Chamber of Commerce of Leavenworth, when Allied students and their wives are entertained in homes of Jaycee members in a typi-

cal American family atmosphere. Another is the annual visit by Allied children to Santa Claus, sponsored by the Kansas City and Jackson County Chapter of the American Red Cross—an event long remembered by the youngsters.

#### Toward Better Understanding

THREE main programs sponsored by the College contribute materially to Allied understanding—the Know Your World Program, the Sponsor Program, and the International Group of the Fort Leavenworth Women's Club.

In the Know Your World Program, Allied officers make presentations concerning their individual countries to other Allied officers and families and United States personnel. These sessions not only are informative but assist the students' classroom work by helping to develop public speaking proficiency in the English language.

The Sponsor Program assigns a volunteer United States officer as a sponsor to a particular Allied student. Sponsors and their families assist in many ways, particularly on arrival and in getting settled. Working under guidance of the Office of the Allied Personnel Supervisor, sponsors perform functions that can better be provided on an unofficial basis—parties, church attendance,

introductions to other families, and so on. Real friendships are developed which last long after the Allied families have returned home.

The International Group is a committee of the Women's Club organized solely to assist in welcoming officers and their families and helping them in a social way. From a welcoming tea and an outdoor western barbecue picnic at the beginning of the academic year to a farewell party at the end, members of the group work on a continuing basis to make families feel at home.

Some of the activities include English classes for wives, teas, attendance at fashion shows, formal dinner dances in which the Allies assist in the planning and decoration. Each year the group stages an "Exposition" where officers and families of each country set up displays of handicraft, art, and other exhibits typical of their native lands. In January 1960, despite a heavy snow storm, more than 4,000 military and civilian visitors attended the Exposition.

#### Long-Range Benefits

ON the official level at the Command and General Staff College, the importance of good relations with the countries of the Free World is always fully understood

and recognized. The College is cognizant of the opportunity to become intimately acquainted with officers from all over the world, many of whom will have a hand in shaping future international affairs.

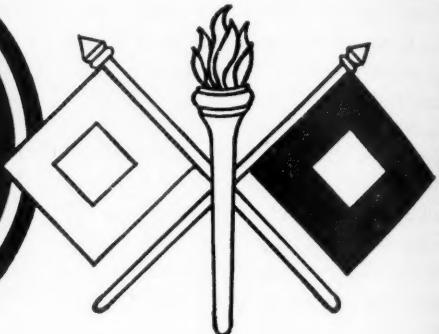
Allied students attending the USACGSC each year represent countries with a collective population of a billion and a half—more than half the world's population. The treatment accorded them will go a long way to assure the respect and prestige that our country enjoys in the eyes of these officers and their countries. The student contacts also will assist in developing their ability and willingness to cooperate in the Free World.

A great opportunity is shared by the USACGSC with other Army service schools in the United States to implement the President's policy of promoting international peace through better understanding among peoples of the world on a person-to-person basis. In daily contacts with these students, the staff, faculty, U. S. students and their families at the College are exercising person-to-person diplomacy on a continuing basis. Along with the lasting personal friendships formed, they are helping to shape the ideas and attitudes of an influential segment of the Free World community.

Ethiopian officers at the International Exposition display arts, crafts and styles of their native land to allied visitors.



*At the Army Signal Training Center,  
Regulars and Reservists join in*



## **Putting Life in the One Army Concept**

**Private Robert A. DuBill**

**N**OT a generalization existing only in the mind, nor a figure of speech expressed at conferences and then forgotten but rather a reality clothed with a mantle of results—that is how the One Army concept is regarded by Third Army Reservists and National Guardsmen who receive support and training at the U. S. Army Signal Training Center, Fort Gordon, Georgia.

The program, as carried out at the Center, is available in one way or another to reserve component units in seven states of Third Army Area. Members of these units may be trained in the multiple phases of Signal Corps activities.

Under this program, conducted on a year-round basis under command of Brigadier General Benja-

min H. Pochyla, units or individuals of the Army National Guard and Army Reserve either come to the Center or the Center goes to them. During a nine-month period, enlisted personnel receive 50 to 75 hours of advanced training in various Signal specialties. The Center also conducts a two-week Basic Signal Orientation course for officers.

Some units supplement their at-home training by sending personnel to the Center where they work with modern equipment. These laboratory exercises, which are especially valuable to units that have little or no equipment of their own, are conducted for six-hour periods on week-ends.

The officers' two-week basic course is designed to aid them in instructing their own men. The 80 hours of instruction is particularly valuable to officers belonging to units recently redesignated Sig-

**PRIVATE ROBERT A. DUBILL** is an information specialist in Public Information Office, U. S. Army Signal Training Center, Fort Gordon, Georgia.

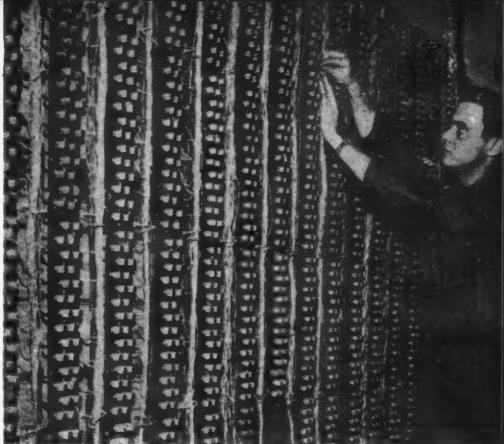
nal or who may have transferred from some other branch.

Latest training devices are utilized, including closed circuit television. An instructor at the Center's U. S. Army Southeastern Signal School television studios, for example, regularly teaches an Army National Guard class meeting in an armory at Louisville, Georgia, some 35 miles away. A special audio hookup enables students to request a review of some point or ask for a close-up on some intricate piece of equipment. Similar instruction is beamed by microwave to units in Waynesboro and Sandersville, Georgia, and plans are being mapped to expand the television instruction to other armories.

Still another tangible example of One Army cooperation is reflected in the annual "Lucky" exercises conducted by Third Army. About 5,000 Guardsmen, Army Reserve and active Army personnel took part in "Lucky Echo" exercises staged during 1960 at Fort Gordon.

While the special program offered Third Army reserve components was initiated at the request of personnel and units in that area, such special assistance is not limited to Third Army. The Center also provides support to other Armies by preparing MOS lesson plans, RFA and service school training.

Following a recent conference at Fort Gordon attended by 150 Army National Guard and Army Reserve officers, those participating were asked for an analysis of the results to date of the One Army program. One officer summed up succinctly the feelings and attitude of men in his unit—"They are truly enthusiastic, for they feel the active Army is really interested in them."



Specialist adjusts wires on equipment used in "Lucky Echo" exercise, above, while below students learn to operate teletype machines.



Closed-circuit television is used to bring instruction from expert teachers at Center to widely scattered Guard and Reserve units.



# NEWS

## of professional interest

### USCONARC Commander

General Herbert B. Powell, formerly Commanding General, Third U. S. Army at Fort McPherson, Georgia, has been named Commanding General, U. S. Continental Army Command, with headquarters at Fort Monroe, Virginia. He succeeds General Bruce C. Clarke, who assumes duties as Commander-in-Chief, U. S. Army Europe. (See page 4.)

### Nike-Zeus Progress

First test of a design that gives the Nike-Zeus anti-missile missile a new tactical configuration has proved successful. The design features control fins on the forward portion of the missile rather than the aft, as on conventional missiles and aircraft. The new design gives the missile a lighter, less complex configuration.

Facilities for advanced testing of the tactical-type Nike-Zeus anti-missile missile system are under construction at Point Mugu, California, where firings are scheduled for early next year. Later the test firings of the system will move to Kwajalein Island where Nike-Zeus missiles will be fired against Atlas intercontinental ballistic missiles launched by the Air Force from Vandenberg AFB, California.

### Rockets Fired From Containers

A new weapons system capable of firing a salvo of 45 chemical rockets from their packaging tubes has been announced by the Department of the Army. The rockets are packaged in fiberglass, and can be placed in the launcher, connected electrically and fired, all in less than 20 minutes. Stabilized fins, folded to fit in the tubes, open automatically when the rocket is fired, and an explosive charge disperses the chemical agent in each rocket head. Such a system will cover large areas quickly and effectively with chemical agents.

Each of the six-foot four-inch, 115mm rockets, is propelled by solid fuels. Fire

control techniques are the same as for regular artillery.

The system can be moved short distances by the crew without a towing vehicle, is helicopter-transportable or can be mounted in a 2½-ton truck.

The aluminum launcher was developed by the Army Ordnance Corps in conjunction with Arthur D. Little, Inc., of Cambridge, Massachusetts. The Army Chemical Corps is responsible for the rockets (M55) and the firing tube.

### Nike-Hercules Scores Again

Eleven miles above the White Sands Missile Range in New Mexico, a Nike-Hercules missile using improved ground equipment recently "killed" another Hercules in an impressive test of the weapons system which now defends major United States cities against threat of air attack. The target missile was fired from the northern end of the 100-mile range, the "killer" missile from the southern end. Intercept occurred about 32 miles from the southern site, with the missiles closing at a speed in excess of Mach 7 at some 60,000 feet high.

Previously a Hercules had scored a kill against a larger Corporal missile. Use of another Hercules missile provided a more difficult target, presenting a smaller radar cross-section than the Corporal, to demonstrate the capabilities of the improved Nike-Hercules.

### Hawk to Panama

Deployment of two Hawk air defense missile batteries to Panama as part of the Army's phased replacement of antiaircraft gun batteries with surface-to-air missile units has recently been announced. The two units are F Battery, 5th Missile Battalion, and F Battery, 67th Missile Battalion, formerly stationed at Fort Bliss, Texas. Each has a complement of five officers and 68 enlisted men.

## Exercises Planned

DESIGNED to demonstrate ability of men, weapons and machines to cope with all types of warfare—big, little, conventional, nonconventional—a series of exercises has been set up for a twelve-month period during which Strategic Army Corps (STRAC) will display its strength and combat readiness.

First of these, a 15-day joint Army-Air Force exercise BRIGHT STAR/PINE CONE III was staged last August. Some 30,000 troops took part, including the XVIII Airborne Corps, 82d and 101st Airborne Divisions with supporting units.

Others scheduled:

SOUTH WIND, command post and field training exercise for 15 days in October and November at Fort Bragg and Camp Mackall, North Carolina.

GRAND ISLE in October, and CHANNEL REEF next April, will demonstrate STRAC's readiness to deploy and the Army's ability to react to resist aggression. Sites not yet selected.

Snow-CHUTE, a 7-day special training exercise involving 18,000 troops at Camp Drum, New York, next January-February.

WILLOW FREEZE will be a 10-day maneuver for 3,500 troops of 82d Airborne Division and U. S. Army Alaska in the 49th state next January-February.

AT the other end of the climatic scale, there will be a three day operation for some 2,000 troops of 82d Airborne Division in Panama early in 1961.

DENNING SPRING will provide desert training for 4,000 troops at Camp Irwin, California, for seven days next March.

THUNDER BOLT will provide combined unit training for an armored division combat command in a 15-day exercise at Fort Hood, Texas, next April. Some 8,000 troops will take part.

LAVA PLAINS will bring 17,000 STRAC and supporting unit troops to Yakima, Washington, for a 15-day maneuver in May.

MOHAWK ARROW, involving 5,000 troops, will be a 15-day task force exercise at Camp Drum, New York, next spring.

LOGEX 61 will be conducted at Fort Lee, Virginia, in May 1961. Although this is not a STRAC exercise, a number of personnel from STRAC units will participate.

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you may send the Digest home . . .**

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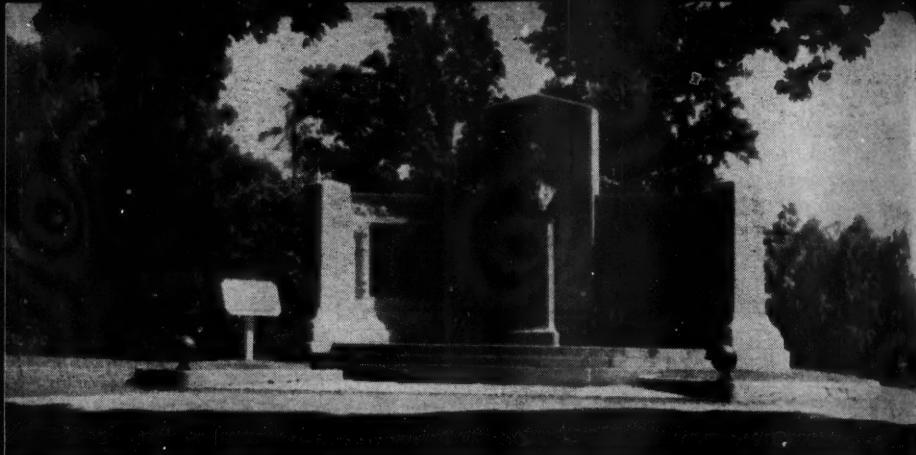
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***A tribute to the unknown soldiers of the Civil War  
is evoked by Veterans Day and the anniversary of  
Lincoln's address memorializing the fallen dead at***

# **GETTYSBURG**

THERE is a quality about some battles that strikes a profound chord in the national consciousness of a people, derived at once from the tragic grandeur of its action or the great feats of individual heroism performed; perhaps also from its nearness to a beloved national ideal and the fatefulness of its outcome. Such a battle was Gettysburg, fought on 1, 2 and 3 July 1863.

The redoubtable General Robert E. Lee with his 77,000 Confederate troops was attempting to destroy the 88,000-man Union Army under General George G. Meade. As Union forces fought to hold key positions on ridges outside the little Pennsylvania town, a titanic battle sawed over the lush fields, the orchards and the crests in an area six miles by four, leaving in its wake heaps of wounded and dead.

When, finally, Lee withdrew to Shenandoah valley over the Blue Ridge mountains, there were 51,000 casualties on both sides. On the field were left 21,000 wounded and dying. Nearly 6,000 had been killed in action and hundreds more died of their wounds. Lee's withdrawing army was accompanied by a wagon con-

voy 17 miles in length, carrying the wounded.

Lee's badly battered forces escaped to fight anew, but the flush of victory was gone, their reputation for superiority was damaged and, most important, Lee had failed in his objective to destroy the Union army and to capture one or more of the important towns of Harrisburg, Baltimore, Philadelphia or Washington. The Union, too, lost many of its best men, including several leaders, but it could better afford the losses because of its superior reserves of men and equipment.

Many names are familiar in this epic battle—names of heroes and leaders—Meade, Lee, Longstreet, Reynolds, Ewell, Warren, Hancock, Alexander, Stuart and Pickett. Place names such as Oak Ridge, Seminary Ridge, Cemetery Hill, Peach Orchard, Spangler's Spring, Little Round Top, connote actions in which each side contributed its share of heroism. There is magic in the words "Pickett's Charge," evoked by the spectacle of thousands marching across open fields in the face of withering gunfire, the bitter hand-to-hand combat and the final retreat. In heroism, too, Gettysburg remains unsurpassed.

## Memorial Site

SOME four months after the battle was over, on 19 November 1863, one of the greatest orations of all time was delivered on Cemetery Hill by President Lincoln. The occasion was the opening of a cemetery for the Union dead. Here Lincoln addressed a crowd of between ten and fifteen thousand. His words were meant for posterity as well as for the living, and for the absent Confederates as well as the members of the Union.

Lincoln's compassion was great for both Confederate and Union victims. He never forgot that the former were his countrymen, and in his interpretation of events they had never been—legally, at least—outside the Union.

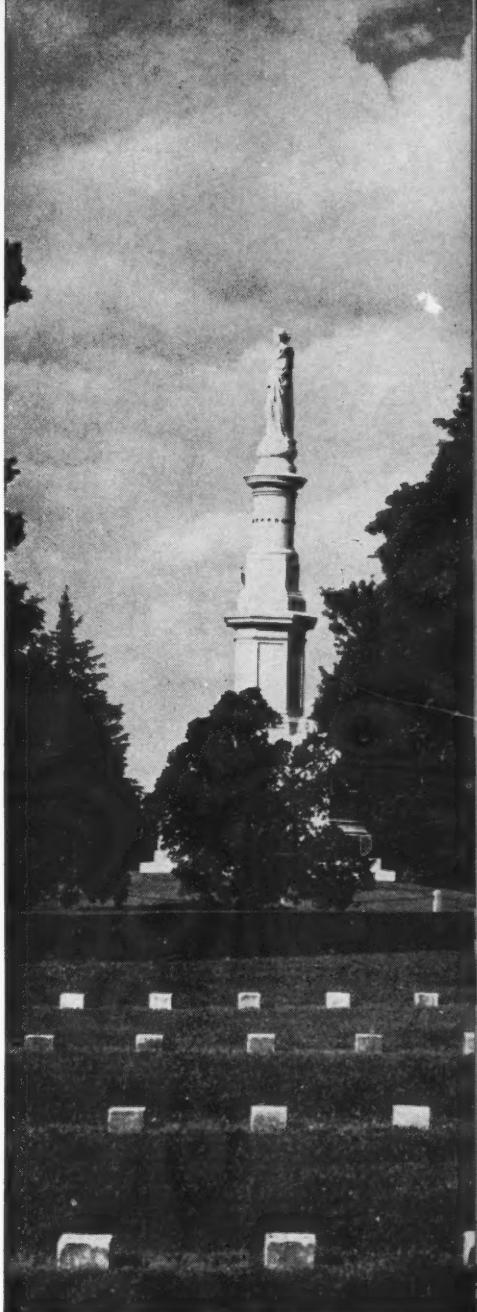
Union dead buried at Gettysburg number 3,512—all in a 17-acre tract on Cemetery Hill in what is now a national cemetery. Eighteen Union states are represented, each with its plot of ground in which its heroes are buried. The names of 1,664 of these remain unknown. A special area is set apart for 979 of the latter, of whom neither the name nor the state are known.

The plots where the Civil War Union dead are buried are arranged in a somewhat semi-circular pattern around the spot where President Lincoln stood when he delivered the Gettysburg Address. This is marked by the Soldiers' National Monument, a large column dedicated in 1869.

THE removal of the Confederate dead from the field burial plots was not undertaken until seven years after the battle. During the years 1870-73, upon the initiative of the Ladies Memorial Association of Richmond, Raleigh, Savannah, and Charleston, 3,320 bodies were disinterred and sent to cemeteries in those cities for reburial. Of these, 2,935 were interred in Hollywood Cemetery, Richmond, the "Arlington" of the Confederacy.

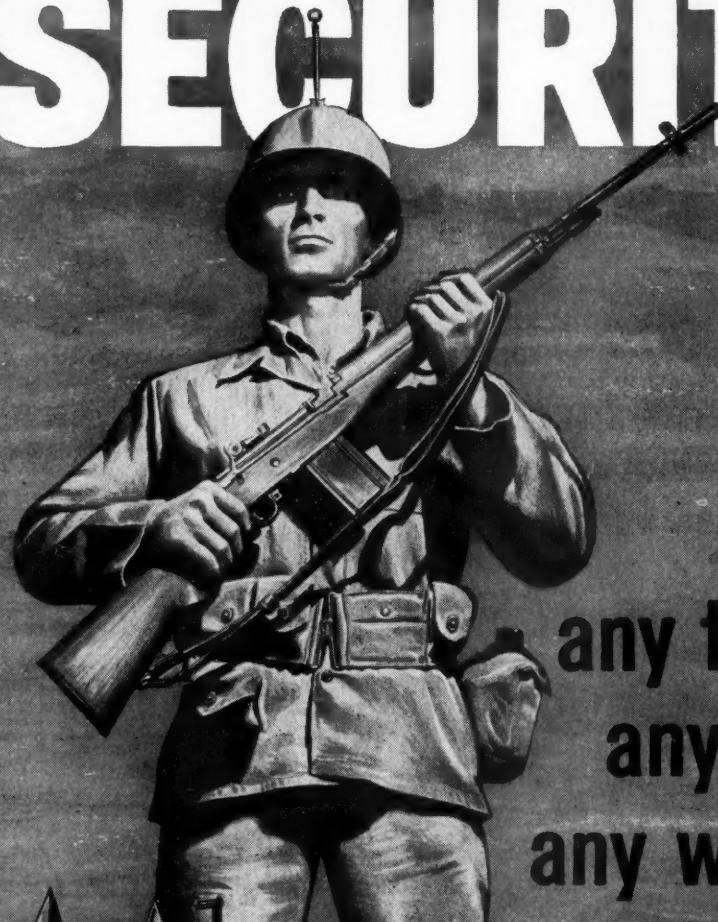
Gettysburg is now a national shrine. It commemorates one of the most painful and decisive moments in the Nation's epic of growth; but the pains have long given way to the problems of a new age.

Though the heroes of Gettysburg are dead, what is highest and most significant will live, as transfigured in the immortal words of Lincoln's Gettysburg Address.



Soldier's National Monument, marking spot where President Lincoln made address, is focal point for plots of Union dead interred at Gettysburg.

# SECURITY



any time  
any place  
any war

YOUR UNITED STATES ARMY

"That this nation shall not perish"